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October 20th, 1989

NOV 17 1989

URBAN/MUNICIPAL

AGENDAS/MINUTES OF THE  
MEETINGS OF THE HAMILTON  
ENTERTAINMENT AND  
CONVENTION FACILITIES

BOARD OF DIRECTORS









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A35

Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, October 20, 1989  
8:00 A.M  
Copps Coliseum  
Hamilton Room**

URBAN MUNICIPAL  
NOV 15 1989  
GOVERNMENT DOCUMENTS

**REGULAR AGENDA**

1. **Chairman's Remarks**
2. **Correspondence**
3. **Minutes of September 15, 1989** Attachment 3
  - 3.1 Errors or Omissions
  - 3.2 Motion to Approve
4. **Business Arising From the Minutes**
  - 4.1 Pedestrian Bridge Attachment 4.1
5. **Committee Reports\Minutes**
  - 5.1 Executive Committee Tenth Report Attachment 5.1
  - 5.1.1 Executive Committee Minutes of  
September 6, 1989 Attachment 5.1.1





October 20, 1989  
HECFI Regular Agenda  
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| 5.2   | Copps Coliseum Committee Eighth Report                | Attachment 5.2   |
| 5.2.1 | Copps Coliseum Committee Minutes of August 23, 1989   | Attachment 5.2.1 |
| 5.3   | Hamilton Convention Centre Committee Eighth Report    | Attachment 5.3   |
| 5.3.1 | Hamilton Convention Centre Minutes of August 25, 1989 | Attachment 5.3.1 |
| 5.4   | Hamilton Place Committee Eighth Report                | Attachment 5.4   |
| 5.4.1 | Hamilton Place Committee Minutes of August 24, 1989   | Attachment 5.4.1 |
| 5.5   | Special Audit Committee Second Report                 | Attachment 5.5   |
| 5.5.1 | Audit Committee Minutes of March 31, 1989             | Attachment 5.5.1 |

6. **New Business**

7. **Other Business**

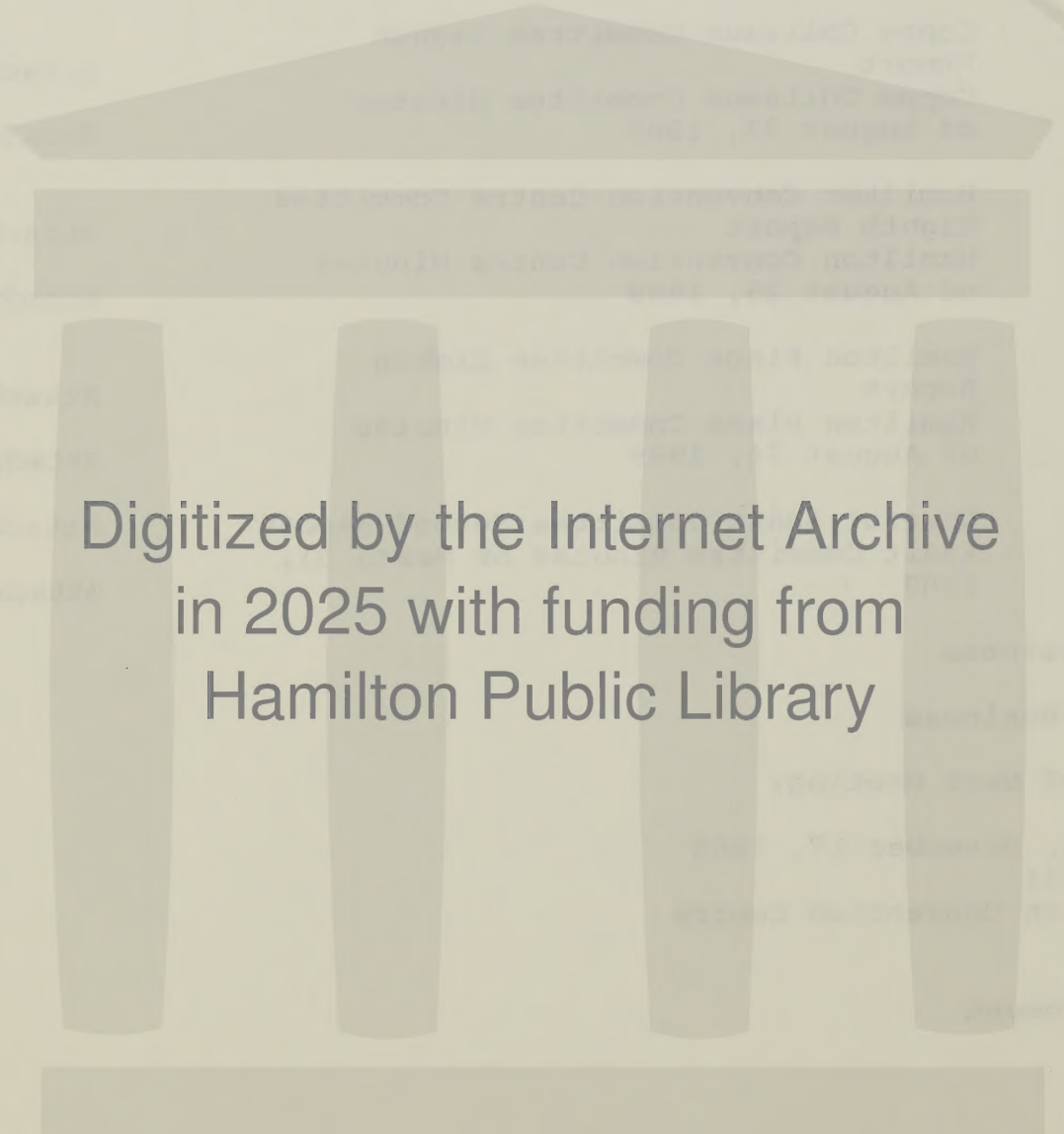
8. **Date of Next Meeting:**

Friday, November 17, 1989  
Room 314  
Hamilton Convention Centre

9. **Adjournment**

Patricia Bennett  
Secretary to the Board of Directors  
October 16, 1989





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MINUTES OF THE BOARD OF DIRECTORS  
OF THE  
CITY OF WASHINGTON

Friday, September 15, 1989  
10:00 a.m.  
Conference Room 3000  
Room 310

AGENDA

1. Presentation of the Report of the  
Audit Committee  
2. Presentation of the Report of the  
Audit Committee  
3. Presentation of the Report of the  
Audit Committee

3. Minutes of September 15, 1989

Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]

Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]

Mr. J. J. [Name]  
Mr. J. J. [Name]

Mr. J. J. [Name]  
Mr. J. J. [Name]  
Mr. J. J. [Name]







**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**MEETING OF THE BOARD OF DIRECTORS**

**Friday, September 15, 1989**

**8:00 A.M.**

**Hamilton Convention Centre  
Room 314**

**REGULAR MINUTES**

**PRESENT:** Alderman J. Gallagher, Chairman  
Mr. W. McFarland, First Vice-  
Chairman  
Alderman D. Agostino, Second  
Vice-Chairman  
Alderman T. Murray  
Alderman W. McCulloch  
Alderman H. Merling  
Alderman T. Jackson  
Alderman D. Drury  
Mr. N. Levitt  
Mrs. M. Dow  
Mr. F. DeNardis  
Mr. G. Kwiatowski  
Mr. W. Tidball  
Mr. P. Cowell

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. T. Burrows  
Mr. J. Crane  
Mr. S. Dockman

**REGRETS:** Mr. T. Casey  
Ms. A. VanDuzer

**MEDIA:** Mr. J. Burns, C.H.M.L.  
Mr. K. Peters, The Spectator  
Mr. M. Murphy, C.H.C.H. T.V.

1. Chairman's Remarks

The Chairman called the meeting to order at 8:15 a.m. The Managing Director was thanked for circulating several articles from the magazine, Sports Beat, pertaining to major league franchising and it was suggested that the articles be forwarded to all of City Council.

2. Correspondence

2.1 N.H.L.

The Chairman advised that confirmation (memorandum dated September 11, 1989 from Mr. K. E. Avery, Deputy City Clerk) had been received of City Council's approval of the following:

- "(a) that the H.E.C.F.I. Board of Directors be granted approval to utilize any of the uncommitted funds in the H.E.C.F.I. Reserve for Capital Projects for the purpose of securing an N.H.L. Franchise for the City of Hamilton as outlined in the contract between H.E.C.F.I. and Carroll, Patterson Inc.; and
- (b) that a letter be sent from City Council and the H.E.C.F.I. Board of Directors to the Expansion Committee of the N.H.L. Board of Governors expressing interest in having a franchise team come to the City of Hamilton."

2.2 4th Annual Burlington Visitor & Convention Bureau Roast : Norm Marshall

The 4th Annual Burlington Visitor & Convention Bureau Roast (Roasting Norm Marshall) will be held at the Burlington Holiday Inn on October 3, 1990. Board Members were requested to contact Board Secretary Pat Bennett for details should anyone wish to attend; tables will not be purchased on behalf of H.E.C.F.I.



3. Minutes of August 18, 1989

MOVED by Mr. McFarland, seconded by Mr. Tidball that  
THE MINUTES OF AUGUST 18, 1989 BE APPROVED.

MOTION CARRIED.

4. Minutes of Special Meeting August 31, 1989

MOVED by Alderman Agostino, seconded by Alderman  
Murray that

THE MINUTES OF SPECIAL MEETING AUGUST 31, 1989 BE  
APPROVED.

MOTION CARRIED.

5. Business Arising From the Minutes

Nil

6. Committee Reports\Minutes

6.1 Executive Committee Ninth Report

MOVED by Alderman Murray, seconded by Alderman Drury  
that

THE EXECUTIVE COMMITTEE NINTH REPORT BE APPROVED AND  
THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT ITEM 3 OF THE SEVENTH REPORT OF THE COPPS  
COLISEUM COMMITTEE RELATIVE TO THE 1989-1990  
PRICE PROPOSAL BY VOLUME CONCESSION SERVICES  
INC. BE REFERRED BACK TO THE MANAGING  
DIRECTOR/CEO IN ORDER TO OBTAIN A DETAILED  
ANALYSIS, ITEM BY ITEM, TO JUSTIFY THE 6.2%  
INCREASE IN PRICES, WITH CONSIDERATION GIVEN TO  
THE AVERAGE NUMBER OF EVENTS TAKING PLACE.

THAT THE PURCHASE OF ONE (1) 3500 KG. FORKLIFT IN THE TOTAL AMOUNT OF \$34,399. BE FINANCED FROM THE CITY RESERVE FOR UNINSURED LOSSES ACCOUNT NO. RF 56006-25217. Note: H.E.C.F.I. received authorization from the City to charge this purchase to the aforementioned reserve account.

THAT THE CITY'S COORDINATING COMMITTEE BE REQUESTED TO RECOMMEND TO CITY COUNCIL APPROVAL TO PROCEED WITH THE LIGHTING RETROFIT PROJECT FOR THE HAMILTON CONVENTION CENTRE AT A NET CAPITAL COST OF \$48,665.16 (GROSS COST OF \$57,518.66 LESS INCENTIVES TALLING \$8,853.50 TO BE RECEIVED UNDER ONTARIO HYDRO'S COMMERCIAL INCENTIVE PROGRAM); and FUNDING OF THE NET COST OF \$48,665.16 FOR THIS PROJECT TO BE FROM THE CENTRAL UTILITIES PLANT'S RESERVE FOR CAPITAL PROJECTS, COST CENTRE RF 25309.

THAT ITEM 2 OF THE SEVENTH REPORT OF THE HAMILTON CONVENTION CENTRE COMMITTEE BE REFERRED BACK TO THE HAMILTON CONVENTION CENTRE COMMITTEE IN ORDER THAT THEY MAY REVIEW IDENTIFYING THE HAMILTON CONVENTION CENTRE WITHOUT USING MOBILE SIGNS.

MOTION CARRIED.

The following items were received for information:

- (i) Consolidated Unaudited Operating Results for the Seven Month Period Ended July 31, 1989 for H.E.C.F.I. and for C.U.P.;
- (ii) The Committee was advised that the Upper Plaza Level adjacent Hamilton Place and Hamilton Convention Centre will be considered in expansion plans of the Hamilton Convention Centre.



6.1.1      Executive Committee Minutes of August 9, 1989

MOVED by Mr. McFarland, seconded by Mr. Levitt that  
**THE EXECUTIVE COMMITTEE MINUTES OF AUGUST 9, 1989 BE RECEIVED.**

MOTION CARRIED.

6.2      Copps Coliseum Committee Seventh Report

MOVED by Alderman Murray, seconded by Mr. Kwiatowski that

**THE COPPS COLISEUM COMMITTEE SEVENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:**

**THAT THE TENDER SUBMITTED BY LANSING CANADA INC. FOR THE SUPPLY AND DELIVERY OF ONE 3500 KG. FORKLIFT IN THE TOTAL AMOUNT OF \$34,399. BE ACCEPTED AND THAT THE H.E.C.F.I. EXECUTIVE COMMITTEE RECOMMEND THE METHOD OF FINANCING.**

**THAT FUTURE MARKETING PLANS INCLUDE BUDGET PROVISIONS FOR BOARD MEMBERS TO BECOME INVOLVED, WHERE POSSIBLE, IN SITE VISITS, PROMOTIONAL ACTIVITIES, ETC.**

**THAT THE PROPOSED PRICES AS SUBMITTED BY VOLUME CONCESSION SERVICES INC. DATED JULY 28, 1989 FOR THE 1989-1990 SEASON BE APPROVED. Note: The Executive Committee referred this item back to the Copps Coliseum Committee.**

**THAT THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. MAKE APPLICATION TO THE ONTARIO HYDRO COMMERCIAL INCENTIVE PROGRAM FOR RETROFITTING OF EXISTING LIGHTING SYSTEMS TO ENERGY EFFICIENT LIGHTING AT THE HAMILTON CONVENTION CENTRE AS DESCRIBED (full documentation included in the Report) AND THAT THE H.E.C.F.I. EXECUTIVE COMMITTEE RECOMMEND THE METHOD OF FINANCING FOR THE PROJECT.**

THAT APPROVAL BE GIVEN TO THE PROPOSED  
REPLACEMENT OF MR. GARY EVANS AS MANAGER,  
CHAIRMAN MILLS, HAMILTON BY MR. GILLES BOUCHARD.

MOTION CARRIED.

The following items were received for information:

- (i) Status Report on Confirmed  
Events/Performances at Copps Coliseum -  
August to November 1989;
- (ii) Marketing Services Report, August, 1989;
- (iii) Consolidated Unaudited Operating Results  
for H.E.C.F.I.;
- (iv) Unaudited Operating Results for the Central  
Utilities Plant;
- (v) Correspondence;
- (vi) Report from the Director of Copps Coliseum.

6.2.1 Copps Coliseum Committee Minutes of June  
28, 1989

MOVED by Alderman Murray, seconded by Mr. Kwiatowski  
that

THAT COPPS COLISEUM COMMITTEE MINUTES OF JUNE 28,  
1989 BE RECEIVED.

MOTION CARRIED.

6.3 Hamilton Convention Centre Seventh Report

MOVED by Mr. Levitt, seconded by Mr. Kwiatowski that

THE HAMILTON CONVENTION CENTRE COMMITTEE SEVENTH  
REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS  
ENDORSED:

THAT APPROVAL BE GIVEN TO RELEASE THE 10%  
STATUTORY HOLDBACK IN THE AMOUNT OF \$32,581.20  
RELATING TO THE CARPET REPLACEMENT IN HAMILTON  
PLACE AND HAMILTON CONVENTION CENTRE TO TERENCE  
WEBSTER DESIGN ASSOCIATES.



THAT APPROVAL BE GIVEN TO ALLOW MOBILE SIGNS IN SUMMERS LANE NEAR THE ENTRANCE TO THE CONVENTION CENTRE FOR THE PURPOSE OF ANNOUNCING A SHOW.

Note: The Executive Committee referred this item back to the Hamilton Convention Centre Committee.

THAT APPROVAL BE GIVEN TO THE PROPOSED REPLACEMENT OF MR. GARY EVANS AS MANAGER, CHAIRMAN MILLS LTD., HAMILTON BY MR. GILLES BOUCHARD.

MOTION CARRIED.

The following items were received for information:

- (i) Operations Manager Report for June and July 1989;
- (ii) Report pertaining to the maintenance of Summers Lane;
- (iii) Correspondence;
- (iv) Client Evaluations;
- (v) Unaudited Operating Results for the Seven Month Period to July 31, 1989;
- (vi) Marketing Services Reports for July and August, 1989;
- (vii) Report regarding Lighting Retrofit.

6.3.1 Hamilton Convention Centre Minutes of June 23, 1989

MOVED by Mr. Levitt, seconded by Mrs. Dow that

THE HAMILTON CONVENTION CENTRE MINUTES OF JUNE 23, 1989 BE RECEIVED.

MOTION CARRIED.

6.4 Hamilton Place Committee Seventh Report

MOVED by Alderman McCulloch, seconded by Mr. DeNardis that

THE HAMILTON PLACE COMMITTEE SEVENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

THAT THE REMAINING HOLDBACK IN RESPECT OF  
HAMILTON PLACE ROOF REPLACEMENT IN THE AMOUNT  
OF \$19. BE RELEASED TO SCHREIBER BROTHERS.

MOTION CARRIED.

The following items were received for information:

- (i) Report from Director of Hamilton Place;
- (ii) Marketing Services Reports for July and August, 1989;
- Note: It was moved that the CEO should direct staff to begin a promotional campaign for the arts in Hamilton through personal contact with groups, tour operators and bureaus and to determine ways in which public awareness and audiences might be increased.
- (iii) Report from the Assistant Director;
- (iv) Report from the Director of Finance & Administration.

6.4.1      Hamilton Place Committee Minutes of June 29, 1989

MOVED by Alderman McCulloch, seconded by Mr. Cowell that

THE HAMILTON PLACE COMMITTEE MINUTES OF JUNE 29, 1989  
BE RECEIVED.

MOTION CARRIED.

7.              New Business

Nil

8.              Other Business



8.1            1991 Junior Hockey Championship Bid

Alderman Agostino's motion that the H.E.C.F.I. Board of Directors reconsider its recommendation to the City of Hamilton to approve the guarantee of \$1,000,000. towards the 1991 Junior Hockey Championship Tournament was defeated. Alderman Murray advised that discussion was out of order as City Council has approved the resolution to support the \$1,000,000. guarantee and therefore the issue must be raised at City Council. Alderman McCulloch stated that the H.E.C.F.I. Board had a responsibility to receive any new information and, if necessary, act upon it.

As it was necessary for Mayor Morrow to leave the meeting at this time, it was agreed that further discussion of the item would be postponed until his return.

8.2            Hiring of Director of Marketing and  
Director of Hamilton Convention Centre

Alderman Drury queried the process being taken to hire the Directors of Marketing and Hamilton Convention Centre. The Chairman clarified that the newly hired Managing Director/CEO had been granted a period of time to review all aspects of the rehiring process and that Mr. Macaluso would be presenting a report to the October Executive Committee. It was confirmed that letters were forwarded to all applicants August 24, 1989 from the Human Resources Department advising of a further delay.

9.            Date of Next Meeting

Friday, October 20, 1989  
8:00 A.M.  
Copps Coliseum  
Hamilton Room

10. Adjournment

MOVED by Alderman Cowell, seconded by Mr. Tidball that

THE REGULAR SESSION ADJOURN AT 8:35 A.M.

MOTION CARRIED.

MOVED by Alderman Drury, seconded by Mr. Kwiatowski that

THE REGULAR SESSION BE RECONVENED AT 9:46 A.M.

MOTION CARRIED.

8.1 1991 Junior Hockey Championship Bid

Alderman Agostino circulated a memorandum dated September 14, 1989 addressed to the Members of the H.E.C.F.I. Board requesting their reconsideration of the \$1,000,000. guarantee towards the 1991 Junior Hockey Championship Tournament Bid. Also circulated was a September 14, 1989 letter from Mayor Henry Dayday of the City of Saskatoon advising that "...the matter of a guarantee was never raised for Council's determination. As a matter of interest, according to our Urban Municipality Act, it is beyond our jurisdiction to make such guarantees."

Alderman Agostino stated that he believed the Ontario Hockey League has misled H.E.C.F.I. and the City of Hamilton and requested that the Board reconsider its position.

A lengthy review and discussion took place of the events leading up to H.E.C.F.I.'s recommendation to the City's Coordinating Committee to approve a \$1,000,000 guarantee on the profits of the Tournament. A consensus was reached that no new or additional information had been provided at today's meeting, that H.E.C.F.I. was made well aware of any risks being taken and that the guarantee was on profits and not gross receipts. Alderman Agostino's motion that H.E.C.F.I. recommend to City Council a



reconsideration of its original recommendation in respect of the guarantee was defeated. Aldermen Agostino, Drury and Jackson voted in favour of the recommendation; Mayor Morrow, Alderman Gallagher, Alderman Murray, Alderman McCulloch, Alderman Merling, Mr. McFarland, Mr. Levitt, Mrs. Dow, Mr. DeNardis, Mr. Kwiatowski, Mr. Tidball and Mr. Cowell voted against the motion.

MOVED by Alderman Murray, seconded by Mr. Tidball that

**THE REGULAR SESSION ADJOURN AT 11:00 A.M.**

**MOTION CARRIED.**

TAKEN AS READ AND APPROVED

---

Alderman J. Gallagher, Chairman

---

Patricia Bennett, Secretary





4.1

Pedestrian Bridge





# Corporation of the City of Hamilton

## Memorandum

\*\*\*\*\*

TO: Alderman J. Gallagher ✓

FROM: Mr. D. W. Vyce  
Director of Property PHONE: 526-2719

SUBJECT: PEDESTRIAN BRIDGE OVER DATE: 1989 October 5  
KING STREET WEST

I have for acknowledgement your letter dated September 18, 1989 in regards to the above which I received on September 26, 1989.

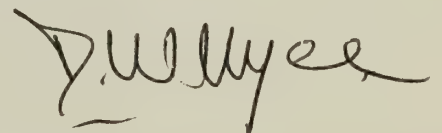
I too share your concern about the present condition of the pedestrian bridge across King Street West. I can assure you that its repair is a high priority on the workload agenda of the Architectural Division of my Department.

Within the past two weeks staff of various departments met to consider our course of action and how the repair of the bridge could be expedited. Its repair I assure you is not straightforward; it is complicated by the involvement of four insurance companies, including our own.

The City's insurer is the Royal Insurance Company. We are currently approaching them with the view to having them assume total responsibility for the repair following which they and the other insurance companies can decide on an equitable division of responsibility for the overall repair costs.

The clearance beneath the bridge meets with Ontario Standards. All accidents which resulted in damage to the bridge were caused by flat-bed trucks bearing oversized loads which should not have been on a street where a bridge exists in the first place. I am aware that the clearance is not posted on the bridge. We will no doubt take action to post the clearance on the bridge after the repair, but to do so now before the repairs and insurance settlement would appear as if we have neglected something and we are now taking steps to eliminate some deficiency. This could jeopardize an insurance settlement. I hope you agree.

In summary, I concur with your statement that the restoration of the bridge is a matter which should be attended to forthwith. We will give our best effort to see that it is accomplished.



c.c. Mr. Lou Sage, Chief Administrative Officer  
Mr. R. Martiniuk, Manager, Architectural Division  
City Solicitor's Department - Att: Mr. P. Barkwell  
Mr. E. A. Simpson, City Clerk





HAMILTON  
CONVENTION  
CENTRE

115 King Street West  
Hamilton, Ontario  
Canada L8P 4T9  
Tel. 416/523-5883

September 18, 1989

Mr. D. W. Vyce  
Director of Property  
City of Hamilton  
City Hall  
71 Main Street West  
Hamilton, Ontario  
L8N 3T4

Dear Mr. Vyce:

**Pedestrian Bridge over King Street West**

As you are well aware, the Pedestrian Bridge has been struck on three separate occasions, namely April 30, 1987, November 5, 1987 and as recently as August 14, 1989.

On behalf of the Board of Directors of HECFI, I wish to express concern about the present condition of the Pedestrian Bridge. The damage is unsightly and detracts from the aesthetics of the bridge and the image that the City of Hamilton is trying to project, particularly to our convention delegates.

We are also concerned about the stress the bridge has received, which is indicated by the stress cracks on the interior walls, as well as any other structural damage that may have occurred.

It is obvious that minimal clearance has been allowed. We would request that the clearance of 14'8" be conspicuously posted as a clear warning for all vehicles approaching the bridge.

Every effort has to be made to restore the Pedestrian Bridge to its original appearance. Your attention to this urgent matter is appreciated.

Yours truly,

Alderman J. Gallagher  
Chairman of the Board  
Hamilton Entertainment and  
Convention Facilities Inc.

JG:bg





5.1      Executive Committee Tenth Report







REPORT TO THE HECFI BOARD OF DIRECTORS  
OF THE HECFI EXECUTIVE COMMITTEE  
MEETING OF OCTOBER 11, 1989

The HECFI Executive Committee presents its TENTH Report and respectfully recommends:

1. Membership in Outside Organizations -  
HECFI Senior Management

That no action be taken on the recommendation that Robert Ellison, Assistant Director of Hamilton Place, resign effective immediately from his role of President of the Hamilton and Region Arts Council;

That Robert Ellison complete his term as President but that he not seek re-election or office on the Hamilton and Region Arts Council, and that he continue to attend said meetings in the capacity of a representative member, not as a Director; and

That the Managing Director/CEO develop a general policy regarding memberships in outside organizations relative to all staff.

Note: Background information is attached as Schedule "A".

2. Method of Financing for the Supply and  
Delivery of Ride-on Floor Scrubber

That the purchase of one ride-on floor scrubber in the amount of \$34,819.20 be financed from capital fund account number CF 5326-928941004, Copps Coliseum Miscellaneous Equipment.

Note: The Copps Coliseum Committee, at its meeting on September 27, 1989, recommended the purchase of one ride-on floor scrubber in the amount of \$34,812.20 from Clarke American - Lincoln, and that the HECFI Executive Committee recommend the method of financing.

3. Hamilton Place Committee Report - Amendments

- a) That Item 3 of the Eighth Report of the Hamilton Place Committee relative to the installation of doors between the Piano Nobile and Commonwealth Square be amended to read as follows: That Proposal #2, tendered by Shyte and Braniff, for the supply and installation of doors leading from the Piano Nobile onto Commonwealth Square be approved at a total cost of \$7,650.00 and that the Hamilton Place Capital Improvement Surcharge Fund be recommended as the source of funding.

Note: For the information of the Members of the Board, the Secretary was requested to amend the recommendation by adding the total cost of the supply and installation of the doors to the recommendation.

- b) That Item 2 of the Information Section of the Eighth Report of the Hamilton Place Committee relative to New Faces - Final Report be amended as follows: New Faces - Preliminary Report -- The Committee received a preliminary report on New Faces '89 for information.

Note: For the information of the Members of the Board, the Secretary was requested to amend the information item to replace the word "final" with the word "preliminary", as the financial numbers of New Faces '89 have yet to be finalized.

4. Hamilton Place - Hot Water Tank

That John T. Crane, Director of Copps Coliseum, prepare a report together with received tenders relative to the purchase of a hot water tank for Hamilton Place and that said report be submitted to the HECFI Executive Committee.

5. 1989 Annual Report

That an annual report for 1989 be prepared in-house and forwarded to the HECFI Board for approval; that the current procedure of preparing a glossy report with pictures be dispensed with and the funds saved be utilized for promotion purposes.

6. Hamilton Mundialization Committee - World Citizenship Award Dinner

That tickets be purchased for up to one table at \$20.00 each to the World Citizenship Award Dinner on Monday, November 13, 1989 at 5:30 p.m. held at the Hamilton Convention Centre, and that the approved procedure for attendance at dinners be followed.

Note: Background information is attached as Schedule "B".

The following are items for information only:

1. Committee Reports

Copps Coliseum Committee  
Hamilton Place Committee  
Hamilton Convention Centre Committee  
Audit Committee

Reports were considered.

2. Consolidated Unaudited Operating Results  
for the Eight Month Period Ended August 31, 1989

2.1 For HECFI

Attached as Schedule "C".

2.2 For CUP

Attached as Schedule "D".

3. Marketing Services Report for September

The Marketing Services Report for September is attached as Schedule "E". The Chairman advised that HECFI will be hosting the World Judo Championships in 1993, as well as the 1992 Pan Am Judo Games.

Mr. David Watkins assisted OK & D in developing a full-page full-colour ad for the Dukes of Hamilton's 1989-90 program. HECFI spent \$1,500 on the ad which did not include Mr. Watkins development time. It was pointed out that HECFI has committed itself to the promotion of the presence of hockey in the community. The Committee requested that in the future, all ads such as this be forwarded to the Copps Coliseum Committee and on to the HECFI Board for approval.

RESPECTFULLY SUBMITTED



ALDERMAN JOHN GALLAGHER, CHAIRMAN  
HECFI EXECUTIVE COMMITTEE



Joan Mills  
Committee Secretary





**Hamilton  
Entertainment  
and Convention  
Facilities Inc.**

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

MEMO TO: **HECFI EXECUTIVE COMMITTEE**

FROM: Gabe Macaluso  
Managing Director/CEO

DATE: September 17, 1989

SUBJECT: **MEMBERSHIP IN OUTSIDE ORGANIZATIONS**  
**HECFI SENIOR MANAGEMENT**

**RECOMMENDATION:**

**THAT ROBERT ELLISON, ASSISTANT DIRECTOR OF HAMILTON PLACE,  
RESIGN EFFECTIVE IMMEDIATELY FROM HIS ROLE OF PRESIDENT OF THE  
HAMILTON AND REGION ARTS COUNCIL.**

**BACKGROUND:**

- The Board of Directors carried the following motion at its November 14, 1986 Regular Meeting:  

"That HECFI Senior Management Personnel not accept positions on Boards having financial transactions with HECFI facilities without prior Board approval."
- The Board of Directors carried the following motion at its January 23, 1987 Regular Meeting:  

"That Mr. Robert Ellison continue as a member of the Board of the Hamilton and Region Arts Council and accept the Vice-Presidency of that Board, if elected."
- Mr. Ellison is currently the President of the Board of Directors of the Hamilton and Region Arts Council.
- The HRAC has been pursued by HECFI with respect to outstanding accounts receivables. As Mr. Ellison's involvement is in direct conflict with the financial transactions of HECFI and the HRAC, approval of the foregoing recommendation is urged.

Respectfully requested,

Gabe Macaluso  
Managing Director/CEO

| MOTION<br>NUMBER | DATE          | MOTION                                                                                                                                                                                                                                       |
|------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 86:49            | March 7, 1986 | "That the Board of Directors, for the Interim, consider authorizing the Audit/Finance Committee to receive and report to the Board on Administrative Policy Matters (Personnel, Purchasing, Etc.) That are common to all three facilities; " |
| 86:50(ii)        | March 7, 1986 | "That the vacation, Time-Off-In-Lieu and overtime policy, as amended be approved."                                                                                                                                                           |
| 85:65            | April 4, 1986 | "The Vacation, Time-Off-In-Lieu and Overtime Policy be approved by the HECFI Board and forwarded to the Executive Committee for approval; and that the Chief Administrative Officer of the City of Hamilton be so informed.                  |
| 86:179(i)        | Nov. 14, 1986 | "The HECFI Board of Directors approve the expenditure of \$1,500. towards a HECFI employee party scheduled for Monday, December 22, 1986 at the Royal Connaught Hotel.                                                                       |
| 86:173(iii)      | Nov. 14, 1986 | "That HECFI Senior Management Personnel not accept positions on Boards having financial transactions with HECFI facilities without prior Board approval."                                                                                    |
| 86:200(iii)      | Dec. 12, 1986 | "That a portion of the Hamilton Place budgetary surplus be utilized to replenish its innovative programming fund to a maximum of \$75,000. at December 31, 1986.                                                                             |
| 87:08(ii)        | Jan. 23, 1987 | "That Mr. Robert Ellison continue as a member of the Board of the Hamilton and Region Arts Council and accept the Vice-Presidency of that Board, if elected.                                                                                 |
| IC87:160(iv)     | Oct. 9, '87   | That transportation subsidization for Hamilton Convention Centre employees be established at a cost not to exceed \$5,000. annually and \$1,250. for the balance of 1987; and that the current HECFI parking policy remain in effect.        |
| IC88:16          | Feb. 12, '88  | The Executive Committee develop a personnel policy with respect to Breach of Confidentiality; and that the incident involving Copps Coliseum staff member Joe Tsao and Alderman John Gallagher be further investigated.                      |

THE HAMILTON MUNDIALIZATION COMMITTEE

C/O MAYOR'S OFFICE  
CITY HALL  
71 MAIN ST. W.  
HAMILTON, L8N 3T4

Dear Friends:

The Hamilton MundIALIZation Committee is pleased to announce the WORLD CITIZENSHIP AWARD.

The World Citizenship Award acknowledges the efforts of those in our community who have made significant contributions toward the achievement of world peace, through the promotion of international understanding, world citizenship, and world law.

The World Citizenship Award, a bronze medal sculpture by Elizabeth Holbrook, will be presented by the Lieutenant Governor of Ontario, the Honourable Lincoln Alexander, at a dinner to be held on Monday, November 13, 1989, 5:30 p.m., at the Hamilton Convention Centre.

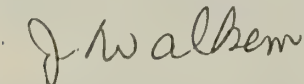
The program will include a musical presentation by Trio Canada.

We hope you will consider arranging a table of friends to attend this most important and premiere event. The program flyer has a detachable order form for tickets.

An introduction to our committee, is found in the blue brochure.

We hope to see you at the dinner.

Yours sincerely



Jeannette Walkem Co-President

"If only 2% of the world's population wanted PEACE and actively worked for it, it would be a certainty."

Albert Einstein

"I am a citizen, not of Athens or Greece, but of the World."

Socrates



HIS WORSHIP MAYOR ROBERT M. MORROW

and

THE HAMILTON MUNDIALIZATION COMMITTEE

cordially invite you to the

1989

WORLD CITIZENSHIP AWARD DINNER

Special Guest: THE LIEUTENANT GOVERNOR OF ONTARIO  
THE HONOURABLE LINCOLN ALEXANDER

Musical Presentation: TRIO CANADA

|                     |        |
|---------------------|--------|
| Marta Hidy          | Violin |
| Zdenek Konicek      | Cello  |
| Stephanie Sebastian | Piano  |

MONDAY, NOVEMBER 13, 1989

HAMILTON CONVENTION CENTRE  
\$20.00 per person

CASH BAR 5:30 - 6:30  
Dinner: 6:30 p.m.

Ticket Sales from October 1 to November 8th, 1989

Table Reservations for parties of ten only

Parties of fewer than ten will be seated

in the order of ticket purchase

For information and reservations call Jeannette Walkem 689-7203  
or Carolann Fernandes 389-0017

NAME: \_\_\_\_\_ PHONE: \_\_\_\_\_

ADDRESS \_\_\_\_\_ CODE \_\_\_\_\_

No. of Tickets @ \$20.00 \_\_\_\_\_ Cheque Total \_\_\_\_\_

Please make cheques payable to The Hamilton MundIALIZation Committee  
and mail with reservation form to: Hamilton MundIALIZation  
Committee, c/o Office of the Mayor, City Hall, 71 Main Street West,  
Hamilton, Ontario L8N 3T4.

Date payment received \_\_\_\_\_ Assigned Table No. \_\_\_\_\_

Date tickets mailed \_\_\_\_\_

Tickets will be mailed after reservation form and payment is  
received.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

UNAUDITED OPERATING RESULTS FOR THE  
EIGHT MONTH PERIOD ENDED AUGUST 31, 1989



**Hamilton  
Entertainment  
and Convention  
Facilities Inc.**

John A. Leuser, Director of Finance  
and Administration

FROM \_\_\_\_\_ DATE October 5, 1989

Name & Title

FOR ACTION ☐

FOR INFORMATION ☒

File No. \_\_\_\_\_

TO: **B O A R D** ☐

(OR)

ALL

Committee s ☒

Subject

Consolidated Unaudited Operating Results for HECFI for the Eight Month Period Ended August 31, 1989

Comments

HECFI - Consolidated

HECFI's budgetary deficit or over-expended municipal contribution for the month and the eight month period ended August 31, 1989 were approximately \$79,575 and \$109,527, respectively. For the same eight month period in 1988 HECFI reported a budgetary surplus or under-expended municipal contribution of \$109,527.

An analysis of the budgetary surplus (deficit) or under (over) expended municipal contribution for each HECFI Department is as follows:

|                            | <u>Budgetary Surplus (Deficit) or<br/>Under (Over) Expended Municipal Contribution</u> |                                                                         |
|----------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
|                            | <u>For<br/>The<br/>Month of<br/>August<br/>1989</u>                                    | <u>For The<br/>Eight<br/>Month Period<br/>Ended<br/>August 31, 1989</u> |
| Hamilton Convention Centre | \$ 13,026                                                                              | \$ 329,688                                                              |
| Hamilton Place Theatre     | (139,195)                                                                              | (336,661)                                                               |
| Copps Coliseum             | (2,975)                                                                                | (216,870)                                                               |
| Corporate                  | <u>49,569</u>                                                                          | <u>114,316</u>                                                          |
| HECFI Total                | <u>\$ (79,575)</u>                                                                     | <u>\$ (109,527)</u>                                                     |

An analysis of HECFI's revenue performance for the month and eight month period in relation to the budget and the prior year by facility/division is summarized in the following four tables:

|                            | <u>A Comparison Of Actual<br/>With Budgeted Revenue For<br/>The Month of August, 1989</u> |                  | <u>Increase<br/>(Decrease)<br/>Over Budget</u> |                   |
|----------------------------|-------------------------------------------------------------------------------------------|------------------|------------------------------------------------|-------------------|
|                            | <u>Actual</u>                                                                             | <u>Budget</u>    | <u>\$ Amount</u>                               | <u>Percentage</u> |
| Hamilton Convention Centre | \$174,538                                                                                 | \$167,000        | \$ 7,538                                       | 4.5%              |
| Hamilton Place Theatre     | (41,009)                                                                                  | 75,061           | (116,070)                                      | (154.9)%          |
| Copps Coliseum             | 32,741                                                                                    | 70,117           | (37,376)                                       | (53.3)%           |
| Corporate                  | <u>31,996</u>                                                                             | <u>11,533</u>    | <u>20,463</u>                                  | <u>177.4%</u>     |
| HECFI Total                | <u>\$198,226</u>                                                                          | <u>\$323,711</u> | <u>\$ (125,445)</u>                            | <u>(38.8)%</u>    |



A Comparison Of 1989  
Actual With 1988  
Actual Revenue For  
The Month of August

Increase  
(Decrease)  
Over 1988

|                            | <u>1989</u>      | <u>1988</u>      | <u>\$ Amount</u>  | <u>Percentage</u> |
|----------------------------|------------------|------------------|-------------------|-------------------|
| Hamilton Convention Centre | \$174,538        | \$206,690        | \$(32,152)        | (15.6)%           |
| Hamilton Place Theatre     | (41,009)         | 13,326           | (54,335)          | (409.2)%          |
| Copps Coliseum             | 32,741           | 66,151           | (33,410)          | (50.5)%           |
| Corporate                  | <u>31,996</u>    | <u>10,349</u>    | <u>21,647</u>     | <u>209.2 %</u>    |
| HECFI Total                | <u>\$198,266</u> | <u>\$296,516</u> | <u>\$(98,250)</u> | <u>(33.2)%</u>    |

A Comparison Of Actual  
With Budgeted Revenue  
For The Eight Month Period  
Ended August 31, 1989

Increase  
(Decrease)  
Over Budget

|                            | <u>Actual</u>      | <u>Budget</u>      | <u>\$ Amount</u>   | <u>Percentage</u> |
|----------------------------|--------------------|--------------------|--------------------|-------------------|
| Hamilton Convention Centre | \$2,110,619        | \$1,697,000        | \$ 413,619         | 24.4 %            |
| Hamilton Place Theatre     | 741,025            | 972,717            | (231,692)          | (23.8)%           |
| Copps Coliseum             | 878,139            | 1,303,655          | (425,516)          | (32.6)%           |
| Corporate                  | <u>318,945</u>     | <u>328,837</u>     | <u>(9,892)</u>     | <u>(3.0)%</u>     |
| HECFI Total                | <u>\$4,048,728</u> | <u>\$4,302,209</u> | <u>\$(253,481)</u> | <u>(5.9)%</u>     |

A Comparison Of 1989  
Actual With 1988 Actual  
Revenue For the Eight Month  
Period Ended August 31

Increase  
(Decrease)  
Over 1988

|                            | <u>1989</u>        | <u>1988</u>        | <u>\$ Amount</u>   | <u>Percentage</u> |
|----------------------------|--------------------|--------------------|--------------------|-------------------|
| Hamilton Convention Centre | \$2,110,619        | \$1,728,187        | \$ 382,432         | 22.1 %            |
| Hamilton Place Theatre     | 741,025            | 817,637            | (76,612)           | (9.4)%            |
| Copps Coliseum             | 878,139            | 1,379,643          | (501,504)          | (36.4)%           |
| Corporate                  | <u>318,945</u>     | <u>337,829</u>     | <u>(18,884)</u>    | <u>(5.6)%</u>     |
| HECFI Total                | <u>\$4,048,728</u> | <u>\$4,263,296</u> | <u>\$(214,568)</u> | <u>(5.0)%</u>     |

#### Hamilton Convention Centre

The Convention Centre realized for the month of August and the eight month period ended August 31, 1989, budgetary surpluses of approximately \$13,026 and \$329,688, respectively.

The budgetary surplus of \$13,026, for the month arose primarily due to the vacancy in the Director's position and higher than forecasted commission revenue from suppliers.

The budgetary surplus of \$329,688 for the eight month period ended August 31, 1989 arose as a result of expenditures being controlled while revenue for the period exceeded budget by \$413,619 or 24.4%.

#### Hamilton Place Theatre

For the month of August and eight month period then ended, Hamilton Place realized budgetary deficits of approximately \$139,195 and \$336,661, respectively.

The budgetary deficits resulted primarily from losses being realized on show promotions.

#### Copps Coliseum

Copps Coliseum realized for the month of August and the eight month period ended August 31, 1989 budgetary deficits of approximately \$2,975 and \$216,870, respectively.

The budgetary deficit of \$2,975 for the month resulted primarily from not achieving the number of events projected in the budget.

The budgetary deficit of \$216,870 for the eight month period ended August 31, 1989 is primarily a result of the actual number of performances booked being below the number projected (49 performances booked versus 68 budgeted).

## HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

## BALANCE SHEET

AS AT AUGUST 31, 1989

| ASSETS                    |             | LIABILITIES AND RESERVES          |             |
|---------------------------|-------------|-----------------------------------|-------------|
| CURRENT                   |             | CURRENT                           |             |
| CASH                      | \$19,800    | ACCOUNTS PAYABLE AND ACCRUALS     | \$357,599   |
| ACCOUNTS RECEIVABLE       | \$800,323   | ADVANCE TICKET SALES AND DEPOSITS | \$824,424   |
| PREPAIDS                  | \$27,040    | UNREDEEMED GIFT CERTIFICATES      | \$96,115    |
| INVENTORIES               | \$115,994   | TOTAL CURRENT LIABILITIES         | \$1,278,138 |
| DUE FROM CITY OF HAMILTON | \$336,075   | RESERVES                          | \$21,094    |
| TOTAL ASSETS              | \$1,299,232 | TOTAL LIABILITIES AND RESERVES    | \$1,299,232 |



## THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

## A SUMMARIZED CONSOLIDATED OPERATING STATEMENT

|                                                            | CONVENTION CENTRE                           |             | HAMILTON PLACE                              |             | CORPORATE (COMMON TO THREE FACILITIES)      |             | CONSOLIDATED                                |                                           |
|------------------------------------------------------------|---------------------------------------------|-------------|---------------------------------------------|-------------|---------------------------------------------|-------------|---------------------------------------------|-------------------------------------------|
|                                                            | The Eight Month Period Ended August 31 1989 |             | The Eight Month Period Ended August 31 1989 |             | The Eight Month Period Ended August 31 1989 |             | The Eight Month Period Ended August 31 1988 |                                           |
|                                                            | Budget                                      | Actual      | Budget                                      | Actual      | Budget                                      | Actual      | Annual Budget For 1989                      | % of 1989 Annual Budget Spent or Achieved |
| Revenue                                                    | \$1,697,000                                 | \$2,110,619 | \$972,717                                   | \$741,025   | \$1,303,655                                 | \$878,139   | \$328,837                                   | \$318,945                                 |
| Expenditures                                               | \$2,044,619                                 | \$2,128,550 | \$1,398,082                                 | \$1,503,051 | \$1,333,681                                 | \$1,125,035 | \$1,300,335                                 | \$1,176,127                               |
| Excess of Expenditures Over Revenue                        |                                             |             |                                             |             |                                             |             |                                             |                                           |
| From Operations                                            | \$347,619                                   | \$17,931    | \$425,365                                   | \$762,026   | \$30,026                                    | \$246,896   | \$971,498                                   | \$857,182                                 |
| Contribution from the City of Hamilton                     | \$347,619                                   | \$347,619   | \$425,365                                   | \$425,365   | \$30,026                                    | \$30,026    | \$971,498                                   | \$971,498                                 |
| Budgetary Surplus(Deficit) @ August 31                     |                                             | \$329,688   |                                             | (\$336,661) |                                             | (\$216,870) |                                             | \$114,316                                 |
| LESS Budgetary Surplus(Deficit) @ July 31                  |                                             | \$316,662   |                                             | (\$197,466) |                                             | (\$213,895) |                                             | \$64,747                                  |
| Budgetary Surplus (Increase)(Decrease) Over Previous Month |                                             | \$13,026    |                                             | (\$139,195) |                                             | (\$2,975)   |                                             | \$49,569                                  |
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THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

HAMILTON CONVENTION CENTRE

SUMMARY OF REVENUE AND EXPENDITURES

| Description                         | Budgeted           |                          | Actual                                      |                          | Percentage                                    |        | The Eight Month Period Ended August 31 1988 |
|-------------------------------------|--------------------|--------------------------|---------------------------------------------|--------------------------|-----------------------------------------------|--------|---------------------------------------------|
|                                     | Annual 1989 Budget | The Month of August 1989 | The Eight Month Period Ended August 31 1989 | The Month of August 1989 | of Total 1989 Annual Budget Spent or Achieved |        |                                             |
| REVENUE                             | (1)                | (2)                      | (3)                                         | (4)                      | (5)                                           | (6)    | (7)                                         |
| RENTALS AND LICENCE FEES            | \$513,000          | \$25,000                 | \$339,000                                   | \$27,080                 | \$370,452                                     | 72.2%  | \$322,864                                   |
| OTHER RENTALS                       | 22,000             | 1,440                    | 13,200                                      | 3,278                    | 19,546                                        | 88.8%  | 14,887                                      |
| RECOVERIES                          | 93,500             | 6,000                    | 55,000                                      | 7,061                    | 87,796                                        | 93.9%  | 63,533                                      |
| OTHER REVENUE                       | 70,500             | 4,560                    | 41,800                                      | 19,431                   | 77,137                                        | 109.4% | 34,201                                      |
| FOOD AND BEVERAGE SALES             | 2,213,000          | 130,000                  | 1,248,000                                   | 117,688                  | 1,555,688                                     | 70.3%  | 1,292,702                                   |
|                                     | \$2,912,000        | \$167,000                | \$1,697,000                                 | \$174,538                | \$2,110,619                                   | 72.5%  | \$1,728,187                                 |
| EXPENDITURES                        |                    |                          |                                             |                          |                                               |        |                                             |
| ADMINISTRATION                      | \$336,650          | \$30,764                 | \$224,464                                   | \$20,908                 | \$162,688                                     | 48.3%  | \$206,973                                   |
| BUILDING MAINTENANCE                | 398,370            | 34,347                   | 262,884                                     | 41,639                   | 269,413                                       | 67.6%  | 229,688                                     |
| LABOUR PAYROLL                      | 0                  | 0                        | 0                                           | 0                        | 521                                           | 0.0%   | 0                                           |
| SECURITY                            | 112,000            | 8,953                    | 73,306                                      | 10,657                   | 79,698                                        | 71.2%  | 75,691                                      |
| OPERATIONS                          | 114,000            | 9,900                    | 74,039                                      | 10,273                   | 78,594                                        | 68.9%  | 67,612                                      |
| FOOD AND BEVERAGE -                 |                    |                          |                                             |                          |                                               |        |                                             |
| ADMINISTRATION AND CLIENT           |                    |                          |                                             |                          |                                               |        |                                             |
| SERVICES                            | 143,530            | 14,318                   | 98,084                                      | 11,044                   | 84,705                                        | 59.0%  | 87,142                                      |
| FOOD AND BEVERAGE - KITCHEN         | 905,100            | 61,572                   | 544,811                                     | 67,548                   | 628,058                                       | 69.4%  | 520,102                                     |
| FOOD AND BEVERAGE - BANQUET         | 981,760            | 68,989                   | 582,071                                     | 66,301                   | 658,834                                       | 67.1%  | 575,179                                     |
| MARKETING                           | 277,460            | 25,556                   | 184,960                                     | 20,541                   | 166,039                                       | 59.8%  | 162,445                                     |
|                                     | \$3,268,870        | \$254,399                | \$2,044,619                                 | \$248,911                | \$2,128,550                                   | 65.1%  | \$1,924,832                                 |
| EXCESS OF EXPENDITURES OVER REVENUE |                    |                          |                                             |                          |                                               |        |                                             |
| FROM OPERATIONS                     | \$356,870          | \$87,399                 | \$347,619                                   | \$74,373                 | \$17,931                                      | 5.0%   | \$196,645                                   |

NOTE: The revenue and expenditure detail on the above balances is available upon request.



THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.  
HAMILTON PLACE

SUMMARY OF REVENUE AND EXPENDITURES

| SUMMARY OF REVENUE AND EXPENDITURES |                                |                                             |                              |                                             |                                              |                                             |             |  |  |
|-------------------------------------|--------------------------------|---------------------------------------------|------------------------------|---------------------------------------------|----------------------------------------------|---------------------------------------------|-------------|--|--|
| Description                         | Budgeted Operating Results For |                                             | Actual Operating Results For |                                             | Percentage of Total Budget Spent or Achieved | The Eight Month Period Ended August 31 1988 |             |  |  |
|                                     | The Month of August 1989       | The Eight Month Period Ended August 31 1989 | The Month of August 1989     | The Eight Month Period Ended August 31 1989 |                                              |                                             |             |  |  |
| REVENUE                             | (1)                            | (2)                                         | (3)                          | (4)                                         | (5)                                          | (6)                                         | (7)         |  |  |
| RENTALS & LICENCE FEES              | \$359,000                      | \$16,500                                    | \$250,485                    | (\$137,097)                                 | (\$158,099)                                  | -44.0%                                      | \$203,604   |  |  |
| OTHER RENTALS                       | 72,360                         | 6,031                                       | 48,248                       | 5,618                                       | 46,752                                       | 64.6%                                       | 44,948      |  |  |
| RECOVERIES                          | 740,560                        | 40,469                                      | 526,669                      | 76,498                                      | 686,048                                      | 92.6%                                       | 436,307     |  |  |
| OTHER REVENUE                       | 65,460                         | 4,197                                       | 44,110                       | 6,530                                       | 45,202                                       | 69.1%                                       | 36,828      |  |  |
| FOOD AND BEVERAGE SALES             | 145,000                        | 7,864                                       | 103,205                      | 7,442                                       | 121,122                                      | 83.5%                                       | 95,950      |  |  |
|                                     | \$1,382,380                    | \$75,061                                    | \$972,717                    | (\$41,009)                                  | \$741,025                                    | 53.6%                                       | \$817,637   |  |  |
| EXPENDITURES                        |                                |                                             |                              |                                             |                                              |                                             |             |  |  |
| ADMINISTRATION                      | \$402,670                      | \$36,995                                    | \$268,464                    | \$32,156                                    | \$248,795                                    | 61.8%                                       | \$273,581   |  |  |
| MAINTENANCE                         | 288,890                        | 24,268                                      | 192,254                      | 22,336                                      | 174,567                                      | 60.4%                                       | 194,096     |  |  |
| MEETING ROOMS                       | 2,600                          | 217                                         | 1,736                        | 18                                          | 314                                          | 12.1%                                       | 596         |  |  |
| FRONT OF HOUSE                      | 117,430                        | 7,447                                       | 82,349                       | 8,612                                       | 99,635                                       | 84.8%                                       | 67,691      |  |  |
| OPERATION - SPECIFIC SHOW           |                                |                                             |                              |                                             |                                              |                                             |             |  |  |
| EXPENSES                            | 609,180                        | 33,039                                      | 433,616                      | 70,219                                      | 576,479                                      | 94.6%                                       | 365,279     |  |  |
| STAGE - PROPERTY                    | 342,970                        | 28,582                                      | 228,656                      | 28,112                                      | 217,462                                      | 63.4%                                       | 209,023     |  |  |
| SECURITY                            | 61,070                         | 4,130                                       | 42,209                       | 4,043                                       | 40,634                                       | 66.5%                                       | 35,678      |  |  |
| BEVERAGE AND CATERING SERVICE       | 91,480                         | 5,361                                       | 64,496                       | 4,063                                       | 60,097                                       | 65.7%                                       | 45,688      |  |  |
| SHOW PROMOTIONS                     | 122,200                        | 8,359                                       | 84,302                       | 1,964                                       | 85,068                                       | 69.6%                                       | 64,868      |  |  |
|                                     | \$2,038,490                    | \$148,398                                   | \$1,398,082                  | \$171,523                                   | \$1,503,051                                  | 73.7%                                       | \$1,256,500 |  |  |
| EXCESS OF EXPENDITURES OVER REVENUE |                                |                                             |                              |                                             |                                              |                                             |             |  |  |
| FROM OPERATIONS:                    | \$656,110                      | \$73,337                                    | \$425,365                    | \$212,532                                   | \$762,026                                    | 116.1%                                      | \$438,863   |  |  |

NOTE: The revenue and expenditure detail on the above balances is available upon request.



## THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

## COPPS COLISEUM

## SUMMARY OF REVENUE AND EXPENDITURES

| Description                                         | Budgeted Operating Results For |                          |                                             | Actual Operating Results For |                                             | Percentage of Total 1989 Annual Budget Spent or Achieved | The Eight Month Period Ended August 31 1988 |
|-----------------------------------------------------|--------------------------------|--------------------------|---------------------------------------------|------------------------------|---------------------------------------------|----------------------------------------------------------|---------------------------------------------|
|                                                     | Annual 1989 Budget             | The Month of August 1989 | The Eight Month Period Ended August 31 1989 | The Month of August 1989     | The Eight Month Period Ended August 31 1989 |                                                          |                                             |
| REVENUE                                             | (1)                            | (2)                      | (3)                                         | (4)                          | (5)                                         | (6)                                                      | (7)                                         |
| RENTAL, LICENCE FEES AND SHOW REVENUES              | \$900,000                      | \$15,000                 | \$578,000                                   | \$6,500                      | \$418,470                                   | 46.5%                                                    | \$700,852                                   |
| OTHER RENTALS                                       | 199,340                        | 15,728                   | 128,824                                     | 16,992                       | 96,504                                      | 48.4%                                                    | 39,482                                      |
| RECOVERIES                                          | 519,170                        | 18,208                   | 309,615                                     | 3,611                        | 198,286                                     | 38.2%                                                    | 329,589                                     |
| OTHER REVENUE                                       | 134,900                        | 9,651                    | 91,208                                      | 3,154                        | 55,702                                      | 41.3%                                                    | 81,435                                      |
| FOOD AND BEVERAGE CONCESSIONS                       | 328,600                        | 11,530                   | 196,008                                     | 2,484                        | 109,177                                     | 33.2%                                                    | 228,285                                     |
|                                                     | \$2,082,010                    | \$70,117                 | \$1,303,655                                 | \$32,741                     | \$878,139                                   | 42.2%                                                    | \$1,379,643                                 |
| EXPENDITURES                                        |                                |                          |                                             |                              |                                             |                                                          |                                             |
| ADMINISTRATION                                      | \$355,370                      | \$32,638                 | \$236,920                                   | \$28,439                     | \$238,243                                   | 67.0%                                                    | \$224,882                                   |
| MAINTENANCE                                         | 623,730                        | 52,015                   | 433,752                                     | 39,025                       | 336,511                                     | 54.0%                                                    | 395,791                                     |
| EVENT PLANNING/OPERATIONS                           | 544,500                        | 37,468                   | 346,338                                     | 27,110                       | 287,701                                     | 52.8%                                                    | 328,734                                     |
| LAISE PAYROLL                                       | 153,810                        | 6,209                    | 92,234                                      | 1,170                        | 65,423                                      | 42.5%                                                    | 101,080                                     |
| SECURITY                                            | 213,930                        | 14,674                   | 137,149                                     | 12,424                       | 118,505                                     | 55.4%                                                    | 134,547                                     |
| SOUVENIRS                                           | 3,800                          | 317                      | 2,536                                       | 0                            | 1,692                                       | 44.5%                                                    | 899                                         |
| DISPLAY ADVERTISING                                 | 32,000                         | 1,850                    | 24,600                                      | 2,900                        | 10,885                                      | 34.0%                                                    | 0                                           |
| MARKETING                                           | 90,220                         | 8,345                    | 60,152                                      | 8,047                        | 66,075                                      | 73.2%                                                    | 50,994                                      |
|                                                     | \$2,017,360                    | \$153,516                | \$1,333,681                                 | \$119,115                    | \$1,125,035                                 | 55.8%                                                    | \$1,236,927                                 |
| EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS | (\$64,650)                     | \$83,399                 | \$30,026                                    | \$86,374                     | \$246,896                                   | -381.9%                                                  | (\$142,716)                                 |

NOTE: The revenue and expenditure detail on the above balances is available upon request.

## THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

## HECFI - CORPORATE

## SUMMARY OF REVENUE AND EXPENDITURES

| Description                          | Budgeted              |           | Actual                |           | Percentage  |             | Actual                |        |
|--------------------------------------|-----------------------|-----------|-----------------------|-----------|-------------|-------------|-----------------------|--------|
|                                      | Operating Results For |           | Operating Results For |           | of Total    |             | Operating Results For |        |
|                                      | The                   | The       | The                   | The       | of          | 1989 Annual | The                   | The    |
|                                      | Month                 | Month     | Month                 | Month     | 1989        | Budget      | Eight                 | Eight  |
|                                      | of                    | Period    | Period                | Period    | August      | 1989        | Month                 | Month  |
|                                      | August                | Ended     | Ended                 | Ended     | 31          | 1989        | August                | August |
|                                      | 1989                  | 1989      | 1989                  | 1989      | 1989        | 1989        | 1989                  | 1989   |
|                                      | (1)                   | (2)       | (3)                   | (4)       | (5)         | (6)         | (7)                   | (7)    |
| REVENUE                              |                       |           |                       |           |             |             |                       |        |
| OTHER REVENUE                        | \$73,000              | \$5,083   | \$40,664              | \$5,014   | \$41,014    | 56.2%       | \$40,000              |        |
| BOX OFFICE REVENUE                   | 449,800               | 6,450     | 288,173               | 26,982    | 277,931     | 61.8%       | 297,829               |        |
|                                      | \$522,800             | \$11,533  | \$328,837             | \$31,996  | \$318,945   | 61.0%       | \$337,829             |        |
| EXPENDITURES                         |                       |           |                       |           |             |             |                       |        |
| ADMINISTRATION                       | \$609,980             | \$57,140  | \$406,672             | \$53,515  | \$389,396   | 63.8%       | \$321,871             |        |
| BOX OFFICE                           | 481,090               | 25,204    | 315,615               | 31,070    | 286,621     | 59.6%       | 248,311               |        |
| MANAGING DIRECTOR/CEO                | 235,010               | 21,546    | 156,688               | 10,058    | 106,538     | 45.3%       | 146,699               |        |
| MARKETING                            | 713,710               | 73,017    | 421,360               | 53,158    | 393,572     | 55.1%       | 274,836               |        |
|                                      | \$2,039,790           | \$176,907 | \$1,300,335           | \$147,801 | \$1,176,127 | 57.7%       | \$991,717             |        |
| EXCESS OF EXPENDITURES OVER REVENUES |                       |           |                       |           |             |             |                       |        |
| FROM OPERATIONS                      | \$1,516,990           | \$165,374 | \$971,498             | \$115,805 | \$857,182   | 56.5%       | \$653,888             |        |

NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE CENTRAL UTILITIES PLANT

UNAUDITED OPERATING RESULTS FOR THE EIGHT MONTH

PERIOD ENDED AUGUST 31, 1989





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

John A. Leuser, Director of Finance  
and Administration

FROM \_\_\_\_\_ DATE September 18, 1989

Name & Title

FOR ACTION ☐ FOR INFORMATION ☒ File No. \_\_\_\_\_

TO: **B O A R D** ☐ (OR) Copps Coliseum and HECFI Executive ☒  
Committee

SUBJECT

Unaudited Operating Results for the Central Utilities Plant (C.U.P.) for the Eight Month Period Ended August 31, 1989.

COMMENTS

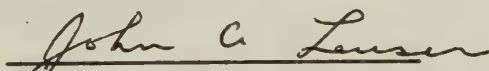
The budgetary surpluses for the month and eight month period ended August 31, 1989 are approximately \$48,096 and \$165,558, respectively. This compares favourably with the prior year's budgetary surplus of \$105,561 at August 31, 1988.

The surplus for the month arose primarily due to the following reasons:

- 1) salary, wage and benefit cost savings of \$16,513 were realized from reduced overtime costs;
- 2) hydro and heating costs were \$27,128 below budget;
- 3) energy management costs were \$2,500 under budget;
- 4) actual maintenance costs were below budget expectations.

The year-to-date surplus arose primarily due to:

- 1) salary, wage and benefit cost savings of \$41,551;
- 2) hydro and heating costs were \$73,142 under budget;
- 3) energy management costs were \$12,156 below budget;
- 4) actual maintenance costs were below budget expectations.

  
John A. Leuser, C.A.  
Director of Finance and  
Administration

attach.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.  
CENTRAL UTILITIES PLANT  
SUMMARY OF EXPENDITURES

| Description                     | Annual<br>1989<br>Budget | Budgeted                                                   | Actual                                                     | The Eight<br>Month<br>Period Ended<br>August 31<br>1989 | The Eight<br>Month<br>Period Ended<br>August 31<br>1989 | Percentage<br>of Total<br>1989 Annual<br>Budget Spent<br>or Achieved | Actual<br>Operating<br>Results For<br>The Eight<br>Month<br>Period Ended<br>August 31<br>1988 |
|---------------------------------|--------------------------|------------------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                 |                          | Operating Results For<br>The Month<br>of<br>August<br>1989 | Operating Results For<br>The Month<br>of<br>August<br>1989 |                                                         |                                                         |                                                                      |                                                                                               |
| EXPENDITURES                    | (1)                      | (2)                                                        | (3)                                                        | (4)                                                     | (5)                                                     | (6)                                                                  | (7)                                                                                           |
| OPERATIONS                      | \$885,230                | \$81,752                                                   | \$590,176                                                  | \$68,166                                                | \$551,174                                               | 62.3%                                                                | \$517,921                                                                                     |
| MAINTENANCE                     | 463,490                  | 44,191                                                     | 309,008                                                    | 37,988                                                  | 277,655                                                 | 59.9%                                                                | 250,177                                                                                       |
| CITY HALL                       | 235,000                  | 24,555                                                     | 162,085                                                    | 19,004                                                  | 127,236                                                 | 54.1%                                                                | 150,378                                                                                       |
| ONTARIO GOVERNMENT BUILDING     | 220,350                  | 19,825                                                     | 145,383                                                    | 19,487                                                  | 146,387                                                 | 66.4%                                                                | 140,125                                                                                       |
| PEDESTRIAN ARCADE/OVERPASS      | 47,420                   | 3,698                                                      | 31,161                                                     | 3,285                                                   | 28,543                                                  | 60.2%                                                                | 25,116                                                                                        |
| PARKING AUTHORITY - UNDERGROUND | 97,190                   | 6,110                                                      | 61,093                                                     | 5,743                                                   | 62,700                                                  | 64.5%                                                                | 62,373                                                                                        |
| COPPS COLISEUM                  | 336,250                  | 23,638                                                     | 201,402                                                    | 11,875                                                  | 176,190                                                 | 52.4%                                                                | 210,433                                                                                       |
| HAMILTON CENTRAL LIBRARY        | 269,610                  | 22,937                                                     | 184,352                                                    | 17,372                                                  | 165,601                                                 | 61.4%                                                                | 164,751                                                                                       |
| HAMILTON PLACE                  | 258,300                  | 20,449                                                     | 178,623                                                    | 12,517                                                  | 140,269                                                 | 54.3%                                                                | 145,088                                                                                       |
| ART GALLERY                     | 120,800                  | 11,155                                                     | 78,025                                                     | 9,809                                                   | 76,261                                                  | 63.1%                                                                | 78,737                                                                                        |
| HAMILTON FARMERS MARKET         | 38,670                   | 3,315                                                      | 26,517                                                     | 5,433                                                   | 44,964                                                  | 116.3%                                                               | 24,673                                                                                        |
| HAMILTON CONVENTION CENTRE      | 252,400                  | 16,868                                                     | 161,025                                                    | 20,110                                                  | 182,718                                                 | 72.4%                                                                | 160,207                                                                                       |
| RECOVERY FROM USERS             | (631,060)                | (53,270)                                                   | (410,421)                                                  | (53,662)                                                | (426,827)                                               | 67.6%                                                                | (406,524)                                                                                     |
| EXPENDITURES TOTAL              | \$2,593,650              | \$225,223                                                  | \$1,718,429                                                | \$177,127                                               | \$1,552,871                                             | 59.9%                                                                | \$1,523,455                                                                                   |
| MUNICIPAL CONTRIBUTION          | \$2,593,650              | \$225,223                                                  | \$1,718,429                                                | \$225,223                                               | \$1,718,429                                             | 66.3%                                                                | \$1,629,016                                                                                   |
| BUDGETARY SURPLUS (DEFICIT)     | \$0                      | \$0                                                        | \$0                                                        | \$48,096                                                | \$165,558                                               | -                                                                    | \$105,561                                                                                     |

NOTE: The expenditure detail on the above balances is available upon request.



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

Schedule "E"

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4

Tel. 416/527-7900

**FOR INFORMATION**

MEMO TO: Copps Coliseum Committee  
Hamilton Place Theatre Committee  
Hamilton Convention Centre Committee  
H.E.C.F.I. Executive Committee

FROM: Mary Webb, Marketing Services Manager

DATE: September 11, 1989

SUBJECT: **MARKETING SERVICES REPORT - SEPTEMBER 1989**

This report covers marketing and promotion for the period August 17 to September 11, 1989 for Copps Coliseum, Hamilton Place Theatre and Hamilton Convention Centre.



COPPS COLISEUM

Dukes of Hamilton

David Watkins developing full-page full-colour ad for 1989-90 program with OK & D.

Alabama

David Watkins supplied photo and bio material for feature in Oakville Today.

Chicago Bulls vs. New Jersey Nets

David Watkins designed and placed two ads in The Spectator, and executed radio buys on the promoter's behalf with CHML/CKDS, CKOC, CHAM and FM108. Is currently working on possible CHCH-TV half-time promotion. Promoter is considering ads in McMaster Silhouette and Brabant papers. Arranged for p.a. announcements for this event at Hamilton Tiger-Cat games. The Spectator's presenting sponsorship will mean \$19,000 promotional ad space for promoter. David Watkins arranged for Mark Walton to put on a basketball clinic at half time and is assisting program publisher to secure team line-ups and information. He hosted August 28 media conference with promoter Mike Minnis and Bulls player John Paxson in attendance.

1990 Memorial Cup

Host Committee now meeting on a bi-weekly basis. David Watkins will be working on the marketing and promotions sub-committee. Ontario Hockey League Commissioner Dave Branch is expected to visit Hamilton this month.

1991 World Junior Hockey Championship

Decision has been delayed. An announcement of site (likely Hamilton or Saskatoon) now expected by September 30.

World Judo Championships '93

Watkins will be assisting Joe Fardell of Region's Economic Development Department with preparation of promotional kit to be distributed in Belgrade next month. Developing new Copps Coliseum seating plan/information card with OK & D for this and future purposes.

Greater Hamilton Day - CNE

David Watkins operated display with two Dukes players August 22 at CNE.

International Joint Commission

David Watkins assisting the October 11-14 conference with media contacts and releases.

Signage

All contracts now in, including that for CHML's time of day clock panel (\$10,000/yr. over three years). Clock fixture now in production. Concession fixtures (Coca-Cola and Molson) installation in progress.

Tours

A Turkish I.O.C. delegate met with Mayor Morrow, Mr. Macaluso and Mr. Crane and toured the building September 8, 1989. 40 International Olympic Committee delegates toured the Coliseum on their way to a reception at Hamilton Airport August 24, 1989.

HAMILTON PLACE THEATRE

1/2 PRICE SELL-OFF RESULTS (SUGAR BABIES, CHORUS LINE, EVITA)

Show Break Down

|                               | No. of 1/2<br>Price<br>Tickets Sold | % of<br>Gross<br>Revenue | 1/2 Price<br>Revenue | % of<br>Gross Revenue |
|-------------------------------|-------------------------------------|--------------------------|----------------------|-----------------------|
| <u>Evita</u>                  | 3121                                | 26%                      | \$47,004.            | 16%                   |
| <u>Chorus Line</u>            | 1778                                | 36%                      | \$27,297.            | 19%                   |
| <u>Sugar Babies</u>           | 916                                 | 24%                      | \$14,034.            | 15%                   |
| <u>Summary on 3<br/>Shows</u> | 5815                                | 28%                      | \$88,335.            | 16%                   |

993 of the total number 1/2 Price Tickets sold were sold to Corporations.

SALES PROMOTION

(A) Convention Group Bookings

After making an analysis of all conventions booked by the Convention Centre and the Region during the next four months it was found that none of our shows occur on Convention dates. We were hoping to attract some delegates with a "free evening".

Bryan Cripps met with Dilna Khory, Convention Co-ordinator for the Region. Dilna requires a minimum of six (6) months lead time to allow inclusion of HECFI programming in the scheduled itineraries of delegates. In general Hamilton Place can provide lead times of approximately five (5) to six (6) weeks which, as previously reported, poses a problem for convention planners.



Long term planning would necessitate bookings being targeted around Convention dates which may not always be possible.

Short term planning, aimed at "free delegate evenings", may prove more successful given the short term booking schedules at both Hamilton Place and Copps Coliseum.

(B) Tour Operators - Group Bookings

Mary Webb met with Mary McChesney, the Region's Tourism Officer, regarding group bookings for Hamilton Place and Copps. Again the lead time is a problem as most Tour Operators need a minimum six (6) months lead time. However, Mary McChesney feels that some tour operators, operating within a 100 mile radius may be able to work with a three (3) month lead time.

Mary Webb and Mary McChesney are working on the Christmas musical Dick Whittington, Harry Belafonte, Spitfire Band and Canadian Brass as vehicles for group bookings. The tourism officer felt it would take a few years before the tour operators would automatically build the HECFI facilities into their packages. She also felt that the tour operators' industry was extremely competitive and for us to be successful in this market would probably require a staff devoting a great deal of time to group bookings. Bookings at first will not be that substantial but given time would increase.

Given dates and ticket prices Mary McChesney will offer our shows to the group operators. Work has already begun with her on the above mentioned shows.

Mary Webb is meeting on September 12 with Ken Foster of Canada Coachlines to discuss group bookings for his bus package tours.

She is also working with Chris Hamilton offering Dick Whittington to group organizers

### Chamber of Commerce

Mary Webb had a preliminary meeting with Kathy Duaret, Executive Director of the Hamilton Chamber of Commerce to determine if more group bookings can be arranged through the Chamber. The Chamber organized the following groups: Odd Couple - 40, Sugar Babies - 40, Evita - 54, Chorus Line 8.

Mary Webb will be meeting again with Kathy Duaret and Jim McDowell, Communication Director, on September 29 to discuss liaison with the Chamber of Commerce in Oakville, Brantford, Welland and St. Catharines for similar promotions.

### Free Promotion

A value of \$150,000. has been placed on all the free promotion generated for Odd Couple, Sugar Babies, Chorus Line and Evita. This represents TV, print and radio interviews, opening night coverage on CHCH, additional "Presents" promotion on CHCH-TV, extra free promotion on seven (7) radio stations. All this was initiated and co-ordinated by the Marketing Services staff.

### Monthly Calendars

October calendar was produced and distributed. Mary Webb and Bryan Cripps now working on November calendar scheduled for distribution week of September 25.

### Ontario Arts Council

Mary Webb has been working with staff members of the Ontario Arts Council regarding media coverage for the Ontario Arts Council's visit to Hamilton September 21.

### Promoter Liaison

Webb and Cripps have been working closely with promoters on The Nylons, Sharon Lois & Bram and Rita MacNeil concerts. Print ads have been created and placed and advice has been given on radio promotion. Jazz violinist, Stephane Grappelli will be targeted to the jazz audience through specific radio programs aimed at that market. Work has also begun with promoters on Belafonte, Spitfire Band, Canadian Brass and Kim Mitchell.

### Christmas Musical - Dick Whittington

As previously mentioned, promotion is underway on Dick Whittington starring Bruno Gerussi and Ross Petty. A special promotion flyer is being created for group tour operators and the Region's Tourism Officer. The musical will be announced in the November calendar. Print ads and radio promotion are now being planned.

### Gladys Knight Postponement

Call came through 4:30 p.m. Friday, August 25. Print ads were changed and all media were notified of the postponement. CHML/CKDS as "presenter" had the announcement on the air immediately.

### OK & D

Mary Webb and Mr. Macaluso met with OK & D to discuss the 1989 ads and the media booked until December 1989.

### Advertising and Promotion Marketing Budgets

As requested by Mr. Macaluso and Mr. Leuser, Mary Webb reviewed the marketing budgets for Hamilton Place and the Corporate portion and worked with David Watkins and Bryan Cripps regarding the budgets for Copps Coliseum and the Convention Centre.

### Greater Hamilton Day, CNE

Cheryl Bogie helped operate the HECFI display booth August 22 at CNE.



HAMILTON CONVENTION CENTRE

Contact Group

On August 24, Bryan Cripps visited three possible locations in Toronto for the Contact Group meeting. Tom Jones Steakhouse was chosen and a private room booked for September 20. The meeting will start at 2:00 p.m. followed by a dinner at 5:00 p.m. Each planner will also receive a small gift in appreciation.

At the request of Sal Farrauto, Bryan Cripps also composed a formal letter of invitation to be mailed by the Sales Department to the attending meeting planners.

Mirage Display

After discussion with TDF Artists it was decided that there is a possible two weeks left in which to photograph the city under summer conditions. They will attempt to better their previous shot during this time period.

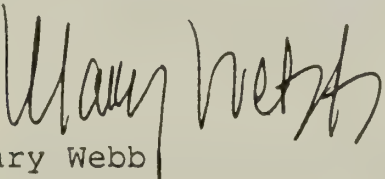
Christmas Menu

Steve Dockman asked Bryan Cripps to undertake the design of the Christmas Menu for the Convention Centre. A design was submitted and approved.

Silvestri Wedding

Bryan Cripps arranged to have a photographer present at the Silvestri Wedding Reception in the Chedoke Ball Room. The photo proofs are expected to arrive later this week for inspection by the Sales Department.

Respectfully submitted,



Mary Webb  
MARKETING SERVICES MANAGER

MW/cb

5.1.1      Executive Committee Minutes of September 6, 1989





THE HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.

EXECUTIVE COMMITTEE

Wednesday, September 6, 1989

12:30 p.m.

Copps Coliseum

Hamilton Room

REGULAR SESSION

PRESENT: Ald. J. Gallagher, Chairman  
Mr. W. McFarland, Vice-Chairman  
Ald. T. Murray  
Ald. M. McCulloch  
Ald. D. Agostino  
Mr. N. Levitt

ALSO

PRESENT: Mr. G. Macaluso  
Mr. J. Leuser  
Mr. T. Burrows  
Mr. S. Dockman  
Mrs. J. Mills, Secretary

GUESTS: Ms. Mary Webb

MEDIA: Ken Peters, Spectator  
Mike Murphy, CHCH TV

1. Chairman's Remarks

The Chairman called the meeting to order, at 12:40 p.m.

2. Minutes of Previous Meeting

It was

MOVED by Alderman McCulloch, seconded by Mr. McFarland

THAT THE AUGUST 9, 1989 HECFI EXECUTIVE COMMITTEE REGULAR  
MINUTES BE ACCEPTED AS CIRCULATED.

MOTION CARRIED.

3. Business Arising from Minutes

nil

4. Marketing Services Reports

These reports were transferred to the in-camera session of the meeting for discussion.

5. Committee Reports

5.1 Copps Coliseum Committee

It was

MOVED by Ald. Murray, seconded by Ald. Agostino

THAT THE COPPS COLISEUM COMMITTEE REPORT OF ITS MEETING ON AUGUST 23, 1989 BE RECEIVED AS INFORMATION.

MOTION CARRIED.

5.1.1 Volume Concession Services - 1989-1990 Price Proposal

It was

MOVED by Ald. Murray, seconded by Ald. Agostino

THAT ITEM 3 OF THE SEVENTH REPORT OF THE COPPS COLISEUM COMMITTEE RELATIVE TO THE 1989-1990 PRICE PROPOSAL BY VOLUME CONCESSION SERVICES INC. BE REFERRED BACK TO THE MANAGING DIRECTOR/CEO IN ORDER TO OBTAIN A DETAILED ANALYSIS, ITEM BY ITEM, TO JUSTIFY THE 6.2% INCREASE IN PRICES, WITH CONSIDERATION GIVEN TO THE AVERAGE NUMBER OF EVENTS TAKING PLACE.

MOTION CARRIED.

5.1.2 Method of Financing for the Supply and  
Delivery of One (1) 3500 kg. Forklift

Mr. John Leuser, Director of Finance and Administration, explained that the process had been followed with respect to obtaining approvals to charge the purchase to the City Reserve Account, as indicated by the authorization received from the City Clerk, and therefore it was not necessary to have the City Co-ordinating Committee's approval.

The Committee requested a detailed report surrounding the incident respecting the forklift. Following discussion, it was

MOVED by Ald. Murray, seconded by Ald. Agostino

THAT THE PURCHASE OF ONE (1) 3500 KG. FORKLIFT IN THE TOTAL AMOUNT OF \$34,399.00 BE FINANCED FROM THE CITY RESERVE FOR UNINSURED LOSSES ACCOUNT NO. RF 56006-25217.

NOTE: THE COPPS COLISEUM COMMITTEE, AT ITS MEETING OF AUGUST 23, 1989, REQUESTED THAT THE HECFI EXECUTIVE COMMITTEE RECOMMEND THE METHOD OF FINANCING. WE HAVE RECEIVED AUTHORIZATION FROM THE CITY TO CHARGE THIS PURCHASE TO THE AFOREMENTIONED RESERVE ACCOUNT.

MOTION CARRIED.

5.1.3 Method of Financing for Lighting Retrofit  
- Hamilton Convention Centre

It was noted that the Copps Coliseum Committee, at its meeting on August 23, 1989, requested that the HECFI Executive Committee recommend the method of financing of this project. The total net cost of \$48,665.16 in lighting retrofits is expected to result in total annual savings of \$44,632.32 which represents a payback period of only 1.1 years. These savings would primarily be in energy costs. The energy costs of the Hamilton Convention Centre are provided for in the Central Utilities Plant operating budget. It was

MOVED by Mr. Levitt, seconded by Mr. McFarland

THAT THE CITY CO-ORDINATING COMMITTEE BE REQUESTED TO RECOMMEND TO CITY COUNCIL THAT:

- (A) APPROVAL TO PROCEED WITH THE LIGHTING RETROFIT PROJECT FOR THE HAMILTON CONVENTION CENTRE AT A NET CAPITAL COST OF \$48,665.16 (GROSS COST OF \$57,518.66 LESS INCENTIVES TOTALLING \$8,853.50 TO BE RECEIVED UNDER ONTARIO HYDRO'S COMMERCIAL INCENTIVE PROGRAM); AND
- (B) FUNDING OF THE NET COST OF \$48,665.16 FOR THIS PROJECT TO BE FROM THE CENTRAL UTILITIES PLANT'S RESERVE FOR CAPITAL PROJECTS, COST CENTRE RF 25309.

NOTE: CAPITAL FUNDING FOR THIS PROJECT HAS BEEN PROVIDED FOR IN THE 1989-1993 CAPITAL BUDGET PROGRAMME. THE CITY TREASURY DEPARTMENT CONCURS WITH THE SUGGESTED METHOD OF FINANCING.

MOTION CARRIED.



5.3 Hamilton Place Committee

The Chairman commended Mr. Thomas Burrows, Director of Hamilton Place Theatre on the preparation and delivery of the Executive Summary of the Audience Survey, and he urged that all members of the Board of Directors read the Survey. Mr. Burrows stated that HECFI should realize its own market place, and the Executive Summary indicates the market. Following discussion, it was

MOVED by Ald. Murray, seconded by Mr. Levitt

THAT THE HAMILTON PLACE COMMITTEE REPORT OF ITS MEETING ON AUGUST 24, 1989 BE RECEIVED AS INFORMATION.

MOTION CARRIED.

5.4 Hamilton Convention Centre Committee

Item 2 of the Hamilton Convention Centre Committee Report relative to authorizing the use of mobile signs in Summers Lane was discussed. The Committee members thought that another alternative could be sought, such as an attractive notice board, etc. Following discussion, it was

MOVED by Ald. Murray, seconded by Ald. Agostino

THAT ITEM 2 OF THE SEVENTH REPORT OF THE HAMILTON CONVENTION CENTRE COMMITTEE BE REFERRED BACK TO THE HAMILTON CONVENTION CENTRE COMMITTEE IN ORDER THAT THEY MAY REVIEW IDENTIFYING THE HAMILTON CONVENTION CENTRE WITHOUT USING MOBILE SIGNS.

MOTION CARRIED.

It was

MOVED by Mr. Levitt, seconded by Mr. McFarland

THAT THE HAMILTON CONVENTION CENTRE COMMITTEE REPORT OF ITS MEETING ON AUGUST 25, 1989 BE RECEIVED AS INFORMATION.

MOTION CARRIED.

6. Consolidated Unaudited Operating Results  
for the Seven Month Period Ended July 31, 1989

6.1 for HECFI

It was

MOVED by Mr. McFarland, seconded by Mr. Levitt

THAT THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR HECFI FOR THE SEVEN MONTH PERIOD ENDED JULY 31, 1989 BE RECEIVED AS INFORMATION.

MOTION CARRIED.

6.2 for CUP

The Chairman stated that the operating budgets are being reviewed and a surplus may be found so that HECFI need not rely on the City for funds to cover its deficit position, over and above its municipal contribution.

It was

MOVED by Alderman Murray, seconded by Alderman McCulloch

THAT THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR CUP FOR THE SEVEN MONTH PERIOD ENDED JULY 31, 1989 BE RECEIVED AS INFORMATION.

MOTION CARRIED.

7. New Business - Upper Plaza Level - Outside Hamilton Place  
and the Hamilton Convention Centre

A brief discussion took place relative to the continued use of the upper plaza level area. It was mentioned that the C.P.R.A. Conference used the space and appreciated the area. Mr. Gabe Macaluso, Managing Director/CEO advised that this area will be included in the expansion plans that the Chairman of the Hamilton Convention Centre Committee requested.

8. Other Business

nil

9. Date of Next Meeting

Wednesday, October 11, 1989 at 12:30 p.m.

10. Motion to Move In-Camera

It was

MOVED by Alderman Agostino, seconded by Mr. Levitt

THAT THE IN-CAMERA SESSION COMMENCE. (1:30 p.m.)

MOTION CARRIED.

The following motions were carried in the in-camera session:

THAT THE IN-CAMERA MINUTES OF AUGUST 9, 1989 BE ACCEPTED AS CIRCULATED.

THAT MR. GABE MACALUSO, MANAGING DIRECTOR/CEO SELECT A LAWYER THAT IS FAMILIAR WITH LANDLORDS AND TENANTS WHO WILL ASSIST IN DRAFTING THE COURSE OF ACTION TO BE TAKEN IN THE EVENT THAT THE OUTSTANDING ACCOUNTS ARE NOT PAID WITHIN 30 DAYS (BY SEPTEMBER 17, 1989).

THAT THE POLICY BE REVIEWED RELATIVE TO MANAGEMENT PERSONNEL ACCEPTING POSITIONS ON BOARDS HAVING FINANCIAL TRANSACTIONS WITH HECFI FACILITIES.

THAT THE HECFI BOARD OF DIRECTORS AUTHORIZE A PAYMENT OF \$18,000 FROM THE HECFI SPECIAL EVENTS SUBSIDY FUND TO THE 91ST HIGHLANDERS ATHLETIC ASSOCIATION IN CONNECTION WITH THE HAMILTON SPECTATOR INDOOR GAMES, HELD ON JANUARY 13, 1989.

THAT THE ITEM RELATIVE TO THE COMMENCEMENT OF PHASE B OF PAY EQUITY, UTILIZING STEVENSON KELLOGG ERNST & WHINNEY (SKEW) BE REFERRED BACK TO MANAGEMENT PENDING A DETAILED REPORT OUTLINING THE NUMBER OF HOURS TO BE WORKED TO FINALIZE THIS PROJECT; DETAILS ON WHAT STEPS SKEW WILL TAKE TO FINALIZE THIS PROJECT; THE HOURLY RATE CHARGED WITH A TOTAL COST BREAKDOWN IN ORDER TO JUSTIFY THE TOTAL COST (FEES AND OUT-OF-POCKET COSTS) NOT TO EXCEED \$14,500.

THAT A REPORT BE BROUGHT BACK TO THE HECFI EXECUTIVE COMMITTEE IN NOVEMBER WITH RESPECT TO THE AMOUNT PAID OUT TO CLAIMANTS ON SETTLEMENTS IN THE PAST TWO (2) YEARS; THE AMOUNT PAID OUT AS LEGAL FEES REGARDING THESE RESPECTIVE CLAIMS; AND OUTLINING



THE TYPE OF CLAIMS HECFI HAS ENCOUNTERED DURING THIS TIME PERIOD.

THAT THE MANAGING DIRECTOR/CEO DRAFT A LETTER FOR THE CHAIRMAN'S SIGNATURE ADDRESSED TO MR. D. W. VYCE, DIRECTOR OF PROPERTY, REQUESTING AN IMMEDIATE RESPONSE TO THE PROBLEM OF THE STATE OF UNREPAIR OF THE PEDESTRIAN BRIDGE, AND ASKING WHEN THIS PROBLEM WILL BE RECTIFIED.

THAT MR. JOHN A LEUSER, DIRECTOR OF FINANCE AND ADMINISTRATION, RECEIVE A TEN PERCENT (10%) PAY INCREASE FOR ASSUMING ADDITIONAL DUTIES DURING THE ABSENCE OF A MANAGING DIRECTOR/CEO. THIS PAY ADJUSTMENT TO BE EFFECTIVE ONLY FOR THE PERIOD OF MARCH 1, 1989 TO AUGUST 13, 1989.

THAT A COMPREHENSIVE AUDIT BE PROCEEDED WITH FOR THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

THAT THE FINANCIAL AND STATISTICAL INFORMATION REPORTS ON EVENTS FOR THE SEVEN MONTH PERIOD ENDED JULY 31, 1989 FOR COPPS COLISEUM, HAMILTON CONVENTION CENTRE AND HAMILTON PLACE THEATRE BE RECEIVED AS INFORMATION.

THAT THE IN-CAMERA SESSION BE ADJOURNED AND THE REGULAR SESSION BE RE-CONVENED. (3:30 P.M.)

MOTIONS CARRIED.

11. Adjournment

It was

MOVED by Mr. Levitt, seconded by Alderman McCulloch

THAT THE MEETING BE ADJOURNED. (3:30 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

---

ALDERMAN JOHN GALLAGHER, CHAIRMAN

---

Joan Mills, Secretary



5.2

Copps Coliseum Committee Eighth Report







# **Copps Coliseum**

Victor K. Copps  
Trade Centre/Arena

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

September 29, 1989.

## **REPORT TO THE HECFI BOARD OF DIRECTORS FROM THE COPPS COLISEUM COMMITTEE MEETING OF SEPTEMBER 27, 1989**

The Copps Coliseum Committee presents its **EIGHTH** Report and respectfully recommends the following:

1. **Copps Coliseum - Supply and Delivery of Ride-on Floor Scrubber, Acceptance of Tender**

That the quotation submitted by Clarke American-Lincoln in the total amount of \$34,819.20 for the supply and delivery of one ride-on floor scrubber be accepted and that the H.E.C.F.I. Executive Committee recommend the method of financing.

Note: Lowest of three (3) tenders received.

NOTE: (i) Following a discussion consensus was that the proper procedure had been followed for approval of this capital budget item and that a needs assessment had been previously ascertained.

(ii) Documentation is attached.

(iii) Alderman Gallagher opposed the recommendation.

2. **Volume Concession Services - Revised 1989-1990 Price Proposal**

That the Revised 1989-1990 Price Proposal, dated September 19, 1989, submitted by Volume Concession Services Inc. be referred back to the Managing Director/CEO in order that management conduct a survey in respect of pricing at similar facilities and to obtain additional financial information from Volume Concession Services Inc.

The following items are for information only:

1. **Status Report on Confirmed Events/Performances at Copps Coliseum**

The Status Report on Confirmed Events/Performances at Copps Coliseum - September to December 1989

NOTE: (i) Documentation is attached.

2. Marketing Services Report

The Marketing Services Report - September 1989.

3. Consolidated Unaudited Operating Results for H.E.C.F.I.

The Consolidated Unaudited Operating Results for HECFI for The Eight Month Period Ended August 31, 1989.

4. Unaudited Operating Results for the Central Utilities Plant

The Unaudited Operating Results for the Central Utilities Plant for the Eight Month Period Ended August 31, 1989.

5. Comment Cards

The Comment Cards as submitted by the Director of Copps Coliseum, dated 1989 September 20.

NOTE: (i) Documentation is attached.

6. Report by the Director of Copps Coliseum

The Report by the Director of Copps Coliseum, dated September 20, 1989.

NOTE: (i) Documentation is attached.

7. Forklift - Incident Report

The Incident Report with respect to the accident involving the forklift as requested at the H.E.C.F.I. Executive Committee held on September 6, 1989.

NOTE: (i) At the H.E.C.F.I. Board of Directors meeting held September 15, 1989, a recommendation for the purchase of a new forklift was approved.

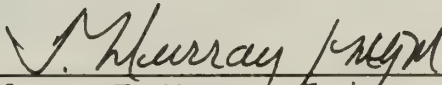
(ii) Documentation is attached.

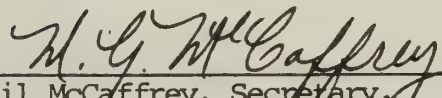


8. Liquor Licence for Copps Coliseum

The Committee agreed that a letter from the Managing Director/CEO should be sent to Ms. S. Collins, MPP, with respect to the granting of a liquor licence to Copps Coliseum.

Respectfully submitted,

  
Alderman T. Murray, Chairman.

  
Gail McCaffrey, Secretary.



**Copps  
Coliseum**

Victor K. Copps  
Trade Centre/Arena

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

MEMORANDUM

FOR INFORMATION:

XXXX

TO:

Copps Coliseum Committee,  
Attn: Ms. G. McCaffrey, Secretary

FROM:

Mr. John T. Crane  
Director, Copps Coliseum

DATE:

1989 September 20

SUBJECT:

COPPS COLISEUM - Supply and Delivery of  
Ride-on Floor Scrubber, Acceptance of Tender

RECOMMENDATION:

That

- 1) The quotation submitted by Clarke American-Lincoln in the total amount of \$34,819.20 for the supply and delivery of one ride-on floor scrubber be accepted.
- 2) The H.E.C.F.I. Executive Committee recommend the method of financing.

NOTE: Lowest of three (3) tenders received.

BACKGROUND:

In response to a request for quotations issued by the Manager of Purchasing, three (3) quotations were received for the supply and delivery of one ride-on floor scrubber. Attached please find quotation analysis dated 1989 September 11.

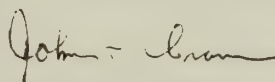
Clarke American-Lincoln submitted the lowest quotation for the machine specified. A thorough demonstration of this machine and its capabilities was performed for Coliseum staff which assisted us in our evaluation of the unit. In addition, Pearson International Airport was visited where this same machine has been in service since 1986. Staff with Worldways were very pleased with the performance and reliability of their machine.

With the use of a ride-on floor scrubber, manual labour costs and cleaning hours can be reduced considerably. Large floor areas i.e. concourse, exhibition hall, arena floor can be swept and scrubbed more efficiently, thus affording faster turn-arounds between events.

Funds have been provided in the 1989 Capital Budget Programme to finance the purchase of this machine. Sufficient funds are available within account No. CF 5326-928941004 - Copps Coliseum Miscellaneous Equipment for this purpose.

Accordingly, I am recommending that the quotation submitted by Clarke American-Lincoln in the total amount of \$34,819.20 for the supply and delivery of one ride-on floor scrubber be accepted and the H.E.C.F.I. Executive Committee recommend the method of financing.

Respectfully submitted,

  
John T. Crane,  
Director,  
Copps Coliseum.

JTC:mgm

Attachment

1989 September 11

COPPS COLISEUM

Supply and Delivery of Ride-on Floor Scrubber

Quotation Analysis

| <u>Supplier</u>                               | <u>Make and Model</u>                        | <u>Total Cost<br/>Including Taxes</u> |
|-----------------------------------------------|----------------------------------------------|---------------------------------------|
| Clarke American-Lincoln<br>Rexdale            | American Lincoln 7000 S/S<br>LPG powered     | \$34,819.20                           |
| Dominion Equipment &<br>Chemical<br>Brantford | Advance Hydro Retriever 5000P<br>LPG powered | \$35,656.18                           |
| Tenant Company<br>Mississauga                 | Tennant 528 Scrubber<br>LPG powered          | \$36,628.20                           |

**Note:** All quotations received through Mr. J. Avery, Purchasing Department.





# **Copps Coliseum**

Victor K. Copps  
Trade Centre/Arena

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

## REPORT TO COPPS COLISEUM COMMITTEE

REPORT TO : Copps Coliseum Committee  
Attn: Ms. Gail McCaffrey, Secretary

FROM : Mr. J. T. Crane, Director, Copps Coliseum

COPIES TO : Ms. L. Stewart, Sales Executive, Copps Coliseum

DATE : September 20, 1989

RE : Status Report on Confirmed Events/Performances  
at Copps Coliseum, September - December, 1989

---

### September, 1989

#### 8 Confirmed Events/Performances

1. 1989 Hamilton Home Improvement Show  
: September 14th, 15th, 16th, 17th
2. OHL Opening Hockey Game  
Hamilton Dukes vs. Belleville Bulls  
: September 21st
3. OHL Hockey Game  
Hamilton Dukes vs. Ottawa 67's  
: September 24th
4. Alabama Concert (P.R.E.S. Management)  
: September 28th
5. OHL Hockey Game  
Hamilton Dukes vs. Oshawa Generals  
: September 29th

October, 1989

12 Confirmed Events/Performances

1. OHL Hockey Game  
Hamilton Dukes vs. Peterborough Petes  
: October 1st
2. Manning Int'l. New Car Sale  
: October 2nd, 3rd and 4th
2. OHL Hockey Game  
Hamilton Dukes vs. Kingston Frontenacs  
: October 5th
3. OHL Hockey Game  
Hamilton Dukes vs. Owen Sound Platers  
: October 12th
4. Hamilton East Lion's Club Rodeo  
: October 14th and 15th
5. NBA Pre-Season Exhibition Game  
Chicago Bulls vs. New Jersey Nets  
: October 17th
6. OHL Hockey Game  
Hamilton Dukes vs. Oshawa Generals  
: October 19th
7. CHML Monster Mash Sock Hop  
: October 28th

November, 1989

10 Confirmed Events/Performances

1. 1989 Hamilton International Auto Show  
: November 2nd, 3rd, 4th, 5th
2. OHL Hockey Game  
Hamilton Dukes vs. Belleville Bulls  
: November 9th
3. Charlie Daniels/Tanya Tucker Concert  
: November 12th

Report To:

Copps Coliseum Committee - Status of

Confirmed Events/Performances - September 20, 1989

Page 3

4. OHL Hockey Game  
Hamilton Dukes vs. Sault St. Marie Greyhounds  
: November 16th
5. OHL Hockey Game  
Hamilton Dukes vs. Kitchener Rangers  
: November 19th
6. OHL Hockey Game  
Hamilton Dukes vs. London Knights  
: November 23rd
7. OHL Hockey Game  
Hamilton Dukes vs. Kingston Frontenacs  
: November 30th

December, 1989

8 Confirmed Events/Performances

1. OHL Hockey Game  
: December 3rd
2. OHL Hockey Game  
: December 7th
3. OHL Hockey Game  
: December 10th
4. Hockey Canada  
: December 11th
5. OHL Hockey Game  
: December 17th
6. OHL Hockey Game  
: December 21st
7. Torvill & Dean Skate Show  
: December 26th
8. OHL Hockey Game  
: December 28th

JTC:db



John T. Crane  
Director



**Copps  
Coliseum**

Victor K. Copps  
Trade Centre/Arena

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

MEMORANDUM

FOR INFORMATION:

XXXX

TO:

Copps Coliseum Committee,  
Attn: Ms. G. McCaffrey, Secretary

FROM:

Mr. John T. Crane  
Director, Copps Coliseum

DATE:

1989 September 20

SUBJECT:

Comment Cards

RECOMMENDATION:

For information purposes only.





## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8P 3L4  
Tel. 416/527-7800

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Home Show

DID YOU ENJOY THE EVENT? No

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                                  | COMMENTS                 |
|-------------|-------------------------------------|-------------------------------------|--------------------------|
| STAFF       | <input type="checkbox"/>            | <input type="checkbox"/>            | - Not enough booths      |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | - Not enough food stands |
| CONCESSIONS | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | - much to expensive for  |
| OTHER       | <input type="checkbox"/>            | <input type="checkbox"/>            | amt of businesses        |

SUGGESTIONS: \_\_\_\_\_

NAME: Nancy Glover

ADDRESS: 200 Bay St S #1509 Hamilton

PHONE NUMBER: 528-3650

THANK YOU



## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8P 3L4  
Tel. 416/527-7800

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Home Show

DID YOU ENJOY THE EVENT? NO - BORING

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                                  | COMMENTS                        |
|-------------|-------------------------------------|-------------------------------------|---------------------------------|
| STAFF       | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |                                 |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |                                 |
| CONCESSIONS | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | NOT ENOUGH CONCESSIONS          |
| OTHER       | <input type="checkbox"/>            | <input type="checkbox"/>            | - NOT ENOUGH FOOD AT CONCESSION |

SUGGESTIONS: Cost is too high for

not enough concessions, very few "Amenities"

NAME: Mr + Mrs

ADDRESS: 101 BAY ST S ST. CATHARINES L2P 2P2

PHONE NUMBER: 651-8-113

THANK YOU



**Copps  
Coliseum**  
Victor K. Copps  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: HOME SHOW

DID YOU ENJOY THE EVENT? YES

WERE YOU SATISFIED WITH:

|              | YES                                 | NO                                  | COMMENTS                         |
|--------------|-------------------------------------|-------------------------------------|----------------------------------|
| STAFF        | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |                                  |
| FACILITY     | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |                                  |
| CONCESSIONS  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |                                  |
| OTHER        | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <u>They kept my coupon on my</u> |
| SUGGESTIONS: |                                     |                                     | <u>ENTRY TICKET.</u>             |

supplies, Home show, had a lack of plumbing,  
patio & bathroom in shower display.

NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

THANK YOU



**Copps  
Coliseum**  
Victor K. Copps  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: HOME SHOW

DID YOU ENJOY THE EVENT? NO

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                       | COMMENTS                         |
|-------------|-------------------------------------|--------------------------|----------------------------------|
| STAFF       | <input type="checkbox"/>            | <input type="checkbox"/> | <u>NO INVOLVEMENT WITH STAFF</u> |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                                  |
| CONCESSIONS | <input type="checkbox"/>            | <input type="checkbox"/> |                                  |
| OTHER       | <input type="checkbox"/>            | <input type="checkbox"/> |                                  |

SUGGESTIONS: Felt it was a waste of \$12.00 (2)  
Should include 'how to' books - installation  
of counter etc. for the handyman.  
Don't return!

NAME: Gina Versluis

ADDRESS: 1-5 Olive St. Gainsby

PHONE NUMBER: 945-5462

THANK YOU



## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Home IMPROVEMENT

DID YOU ENJOY THE EVENT? YES

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                       | COMMENTS     |
|-------------|-------------------------------------|--------------------------|--------------|
| STAFF       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>GREAT</u> |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/> |              |
| CONCESSIONS | <input type="checkbox"/>            | <input type="checkbox"/> |              |
| OTHER       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |              |

SUGGESTIONS: \_\_\_\_\_

NAME: Wendy Stag

ADDRESS: R.R.#1 Campbellville Miller ON L0C 1A0

PHONE NUMBER: 519 856-2634

THANK YOU



## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Home Improvement Show

DID YOU ENJOY THE EVENT? to a point but not worth

WERE YOU SATISFIED WITH: the money I paid to get in.

|             | YES                      | NO                       | COMMENTS |
|-------------|--------------------------|--------------------------|----------|
| STAFF       | <input type="checkbox"/> | <input type="checkbox"/> |          |
| FACILITY    | <input type="checkbox"/> | <input type="checkbox"/> |          |
| CONCESSIONS | <input type="checkbox"/> | <input type="checkbox"/> |          |
| OTHER       | <input type="checkbox"/> | <input type="checkbox"/> |          |

SUGGESTIONS: The home show was a little costly to get in and there wasn't all that much to see.

NAME: Nancy & Hilary MacBride

ADDRESS: 46 E 11th Nain City

PHONE NUMBER: 329 5286

THANK YOU





**Copps  
Coliseum**  
Victor K. Copps  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Assembly of Jehovah's Witnesses

DID YOU ENJOY THE EVENT? Yes

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                       | COMMENTS            |
|-------------|-------------------------------------|--------------------------|---------------------|
| STAFF       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Good volunteer work |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Well organized      |
| CONCESSIONS | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Everyone was polite |
| OTHER       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                     |

SUGGESTIONS: If you can, turn air conditioning higher

NAME: Jeremy Millard

ADDRESS: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

THANK YOU



**Copps  
Coliseum**  
Victor K. Copps  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: CONVENTION OF JEHOVAH'S WITNESSES

DID YOU ENJOY THE EVENT? \_\_\_\_\_

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                                  | COMMENTS      |
|-------------|-------------------------------------|-------------------------------------|---------------|
| STAFF       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |               |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |               |
| CONCESSIONS | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | THANK-YOU FOR |
| OTHER       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |               |

SUGGESTIONS: THE USE OF

THESE FACILITIES

NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

THANK YOU





## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: District Convention of Jehovah's

DID YOU ENJOY THE EVENT? Witnesses

WERE YOU SATISFIED WITH:

|              | YES                      | NO                       | COMMENTS            |
|--------------|--------------------------|--------------------------|---------------------|
| STAFF        | <input type="checkbox"/> | <input type="checkbox"/> | A personal THANKS!  |
| FACILITY     | <input type="checkbox"/> | <input type="checkbox"/> | For the use of this |
| CONCESSIONS  | <input type="checkbox"/> | <input type="checkbox"/> | fine Facility this  |
| OTHER        | <input type="checkbox"/> | <input type="checkbox"/> | year ago!!          |
| SUGGESTIONS: |                          |                          | Many Thanks!!       |

An appreciative  
couple  
from Toronto

NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

THANK YOU



## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: District Convention

DID YOU ENJOY THE EVENT? Yes

WERE YOU SATISFIED WITH:

|              | YES                                 | NO                       | COMMENTS             |
|--------------|-------------------------------------|--------------------------|----------------------|
| STAFF        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | It was very nice and |
| FACILITY     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | comfortable.         |
| CONCESSIONS  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                      |
| OTHER        | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                      |
| SUGGESTIONS: |                                     |                          | None                 |

NAME: Matt Turrington

ADDRESS: 76 Guildwood (Mountain)

PHONE NUMBER: 574-0992

THANK YOU



## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: July 14 District Convention (Jehovah's witnesses)

DID YOU ENJOY THE EVENT? Yes very much.

WERE YOU SATISFIED WITH:

|              | YES                                                                                       | NO                       | COMMENTS              |
|--------------|-------------------------------------------------------------------------------------------|--------------------------|-----------------------|
| STAFF        | <input checked="" type="checkbox"/>                                                       | <input type="checkbox"/> | The seating was       |
| FACILITY     | <input checked="" type="checkbox"/>                                                       | <input type="checkbox"/> | very comfortable the  |
| CONCESSIONS  | <input checked="" type="checkbox"/>                                                       | <input type="checkbox"/> | food was great and    |
| OTHER        | <input checked="" type="checkbox"/>                                                       | <input type="checkbox"/> | you can hear clearly. |
| SUGGESTIONS: | <u>More variety in snacks</u><br><u>more parking and keeps up</u><br><u>the good work</u> |                          |                       |

NAME: Matthew Quesnel (Matthew Quesnel)

ADDRESS: R.R.2. Aurora Ontario

PHONE NUMBER: 435-2724

THANK YOU



## COMMENT CARD

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Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: 84 District Convention

DID YOU ENJOY THE EVENT? yes

WERE YOU SATISFIED WITH:

|              | YES                                 | NO                       | COMMENTS |
|--------------|-------------------------------------|--------------------------|----------|
| STAFF        | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| FACILITY     | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| CONCESSIONS  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| OTHER        | <input type="checkbox"/>            | <input type="checkbox"/> |          |
| SUGGESTIONS: |                                     |                          |          |

NAME: Michael MacLean

ADDRESS: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

THANK YOU



**Copps  
Coliseum**  
Victor K. Copps  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: \_\_\_\_\_

DID YOU ENJOY THE EVENT? \_\_\_\_\_

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                       | COMMENTS |
|-------------|-------------------------------------|--------------------------|----------|
| STAFF       | <input type="checkbox"/>            | <input type="checkbox"/> |          |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| CONCESSIONS | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| OTHER       | <input type="checkbox"/>            | <input type="checkbox"/> |          |

SUGGESTIONS: 1st Class Facility

NAME: Robert Moody

ADDRESS: 322 Commonwealth Circle

PHONE NUMBER: 897-0857

THANK YOU



**Copps  
Coliseum**  
Victor K. Copps  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: 89 / District conv.

DID YOU ENJOY THE EVENT? Yes

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                       | COMMENTS |
|-------------|-------------------------------------|--------------------------|----------|
| STAFF       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| CONCESSIONS | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| OTHER       | <input type="checkbox"/>            | <input type="checkbox"/> |          |

SUGGESTIONS: The Facility yes were nice and clean and I liked that and the convention

NAME: Heather Heather and Tamara

ADDRESS: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

THANK YOU





**Copps  
Coliseum**  
Victor K. Copps  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: JULIO IGESIUS

DID YOU ENJOY THE EVENT? YES

WERE YOU SATISFIED WITH:

|             | <u>YES</u>                          | <u>NO</u>                | <u>COMMENTS</u> |
|-------------|-------------------------------------|--------------------------|-----------------|
| STAFF       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                 |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                 |
| CONCESSIONS | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                 |
| OTHER       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                 |

SUGGESTIONS: PLACE SOME BENCHES IN  
CONCESSION AREAS SO PATRONS  
CAN SIT e.g. cigarette breaks etc.

NAME: B. CLEMMENS  
ADDRESS: 105 MCANULTY BLVD HAMILTON L8R 3H3  
PHONE NUMBER: 545-3502

THANK YOU





**Copps  
Coliseum**

Victor K. Copps  
Trade Centre/Arena

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

September 20, 1989.

REPORT BY THE DIRECTOR OF COPPS COLISEUM

This past summer has been a slow period from an events point of view. We had just three events; namely the Julio Iglesias Concert, the Jehovah's Witnesses Convention and closed-circuit Wrestling.

I believe the main reasons for the downturn in events were as a result of a generally slow market in the concert area, the fact that we were unable to attract more religious events and the opening of the new SkyDome.

Perhaps the new marketing approach which is in the planning stages, will focus on ways and methods to determine what attractions are available to the Coliseum during what is normally a slower period of time than the rest of the year, that being the summer months.

The Director has been very busy this summer working on the World Junior Hockey Bid and the Memorial Cup. A great deal of time has also been spent working with the new Dukes of Hamilton in preparation for their hockey season and in particular the opening game on September 21, 1989.

The Hamilton Home Show took place at the Coliseum from Thursday, September 14 to Sunday, September 17, 1989. The Home Show sponsored by the Hamilton & District Home Builders Association was the first to be held at the Coliseum. The Show included over 80,000 square feet of exhibits and featured its largest package of information on seasonal home repair, renovation and decoration. The Home Show was a real success according to the promoters and they are looking forward to returning next year.

Central Utilities Plant

The Central Utilities Plant staff are very busy completing the approved 1989 Capital Projects; i.e. installing display advertising panels in the Coliseum, mechanical and electrical improvements to the home team dressing room, City Hall cooling tower retrofit and City Hall fan plenum retrofit.

These projects consume a great deal of time from the design to completion stages and I expect all of them to be completed by year end.

Energy Report

The following illustrates actual energy consumptions and associates costs for the period January to August, inclusive, as compared to the same period in 1988. Consumptions have been reduced in all areas except natural gas for Copps Coliseum which has increased by \$7,115.00. The cause for this increase is being investigated by staff.

|               |                  |              |   |               |
|---------------|------------------|--------------|---|---------------|
| CUP           | KWHR reduction   | 761,266 kwhr | = | \$ 38,063.00  |
| CUP           | Demand reduction | 2,763 KW     | = | \$ 26,953.00  |
| CUP           | Gas reduction    |              | = | \$ 11,066.00  |
| CH            | Gas reduction    |              | = | \$ 13,078.00  |
| Copps         | KWHR reduction   | 865,353 kwhr | = | \$ 43,268.00  |
| Copps         | Demand reduction | 1,105 KW     | = | \$ 2,873.00   |
| Copps         | Gas              |              | = | (\$ 7,115.00) |
|               |                  |              |   | <hr/>         |
| Total Savings |                  |              | = | \$128,186.00  |

Respectfully submitted,



John T. Crane,  
Director.

JTC:mgm



# **Copps Coliseum**

Victor K. Copps  
Trade Centre/Arena

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

## MEMORANDUM

FOR INFORMATION:

XXXX

TO:

Copps Coliseum Committee,  
Attn: Ms. G. McCaffrey, Secretary

FROM:

Mr. John T. Crane  
Director, Copps Coliseum

DATE:

1989 September 20

SUBJECT:

Forklift - Incident Report

RECOMMENDATION:

For information purposes only.

At the H.E.C.F.I. Executive Committee held on September 6, 1989, a request was made for further information with respect to the accident involving the forklift. Following is the requested report.

Note: At the H.E.C.F.I. Board of Directors meeting held September 15, 1989, a recommendation for the purchase of a new forklift was approved.

BACKGROUND:

On 1989 March 12 at approximately 8:15 p.m., our Nissan 8000 Forklift was damaged in an accident which occurred in the trade/exhibition area of Copps Coliseum.

The forklift was driven by a member of the event staff set-up crew under the direction of Mr. David Kelly, Assistant Events Manager of the Coliseum.

The accident occurred while the employee was moving a skid of homosote in the trade/exhibition area when he hit a pillar. The employee was shaken up but did not require medical treatment. The incident report stated that the employee did not notice the pillar due to a blind spot created by the forklift mast from the angle from which he was approaching.

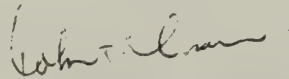
The employee had received basic training in the operation of the forklift from Mr. Kelly's senior employees and had been operating the machine for ten months without any other incidents.

Initially the damage to the forklift did not appear to be extensive. However, the damage and cost of repairing the forklift was beyond what had been anticipated.

The forklift is designed for a maximum speed of ten miles per hour. According to a co-worker at the scene of the accident and confirmed to Mr. Kelly, the employee was not driving the forklift in an unsafe manner.

Mr. Kelly believes, given the fact that the forklift could travel only ten miles per hour and that the employee has been known to be reliable and capable in the past, that the disciplinary action against him would take the form of a disciplinary warning which would be placed in his personnel file. Also, the employee has been instructed not to operate the forklift until further notice.

Respectfully submitted,



John T. Crane,  
Director,  
Copps Coliseum.

JTC:mjm



5.2.1

Copps Coliseum Committee Minutes of August 23, 1989



COPPS COLISEUM COMMITTEE

Wednesday, August 23, 1989  
12:00 Noon  
Hamilton Room, Copps Coliseum

PRESENT: Mr. P. Cowell, Vice Chairman  
Alderman D. Agostino  
Mr. G. Kwiatowski

ALSO

PRESENT: Mr. G. Macaluso  
Mr. J. Crane  
Mr. J. Leuser  
Ms. G. McCaffrey, Secretary

REGRETS: Alderman T. Murray, Chairman  
Alderman J. Gallagher, Chairman,  
H.E.C.F.I. Board of Directors  
Mr. W. McFarland

The Chairman called the meeting to order at 12:35 p.m.

The following motions were carried during the In Camera Session:

THAT THE IN CAMERA SESSION OF THE COPPS COLISEUM COMMITTEE MEETING  
BE CONVENED AT 12:10 P.M.

THAT THE COPPS COLISEUM IN CAMERA MINUTES OF JUNE 28, 1989, BE  
APPROVED.

THAT THE FINANCIAL AND STATISTICAL INFORMATION REPORT ON EVENTS  
FOR THE SEVEN MONTH PERIOD ENDED JULY 31, 1989, BE RECEIVED FOR  
INFORMATION.

THAT THE STATUS REPORT ON TENTATIVE HOLDS AT COPPS COLISEUM AUGUST  
TO NOVEMBER 1989, BE RECEIVED FOR INFORMATION.

THAT THE RECOMMENDATION OF OUR LEGAL COUNSEL, ROSS & McBRIDE, TO  
MAKE AN OFFER OF \$5,000.00 PLUS \$1,000.00 FOR COSTS, AS AN OUT OF  
COURT SETTLEMENT IN THE CASE OF HECFI AT'S. SPATAFORA, BE APPROVED.

THAT THE IN CAMERA SESSION OF THE COPPS COLISEUM COMMITTEE BE  
ADJOURNED AT 12:35 P.M.

1. Copps Coliseum Committee Minutes of June 28, 1989

1.2 Motion for Approval

MOVED by Alderman Agostino, seconded by Mr. Kwiatowski that

THE COPPS COLISEUM COMMITTEE MINUTES OF JUNE 28, 1989, BE APPROVED.

MOTION CARRIED.

2. Business Arising From the Minutes

2.1 Copps Coliseum - Supply and Delivery of One (1) 3500 Kg. Forklift; Acceptance of Tender, Lansing Canada Inc.

The Director stated that tenders for a new forklift at Copps Coliseum were received August 22nd, 1989. It was noted that this piece of equipment is necessary to replace the forklift damaged as the result of an accident.

MOVED by Alderman Agostino, seconded by Mr. Kwiatowski that

THE TENDER SUBMITTED BY LANSING CANADA INC. FOR THE SUPPLY AND DELIVERY OF ONE (1) 3500 KG. FORKLIFT IN THE TOTAL AMOUNT OF \$34,399.00 BE ACCEPTED AND THAT THE H.E.C.F.I. EXECUTIVE COMMITTEE RECOMMEND THE METHOD OF FINANCING.

NOTE: LOWEST OF FOUR (4) TENDERS RECEIVED.

MOTION CARRIED.

3. Marketing

3.1 Status Report on Confirmed Events/Performances at Copps Coliseum - August to November 1989

MOVED by Mr. Kwiatowski, seconded by Alderman Agostino that

THE STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - AUGUST TO NOVEMBER 1989, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

Discussion followed on the competition for concert dates especially from the SkyDome. Mr. Macaluso suggested that a trip be made to the SkyDome by members of the Board for the purpose of meeting their marketing people and touring the building. Mr. Crane stated that a good relationship exists between Copps Coliseum and the SkyDome and he would be willing to contact them to make the necessary arrangements.



Mr. Cowell stated that it would be beneficial for groups from each committee to visit other facilities once a year to give them first-hand knowledge to better understand the industry. Mr. Macaluso stated that valuable information could be gained by visiting facilities in cities similar to Hamilton, i.e. Indianapolis. It was noted that such a program would enable Board members to take a more active role in operating the facilities.

It was agreed that such a program should be looked at in view of the marketing strategy and budget for next year.

MOVED by Mr. Kwiatowski, seconded by Alderman Agostino that

**FUTURE MARKETING PLANS INCLUDE BUDGET PROVISIONS FOR THE BOARD MEMBERS TO BECOME INVOLVED, WHERE POSSIBLE, IN SITE VISITS, PROMOTIONAL ACTIVITIES, ETC.**

MOTION CARRIED.

### 3.2 Marketing Services Report - August 1989

The report was reviewed and discussion focused on how it could be improved; more detail, i.e. copies of ads placed; copies of bid packages (World Junior Hockey Championships and Memorial Cup - presented to all Board members). Additional information and copies of ads could be included from OK&D.

Mr. Crane advised that a decision is expected on Monday, August 28th as to the successful bidder for the World Junior Hockey Championships.

MOVED by Alderman Agostino, seconded by Mr. Kwiatowski that

**THE MARKETING SERVICES REPORT - AUGUST 1989, BE RECEIVED FOR INFORMATION.**

MOTION CARRIED.

### 4. Capital Construction Items

Nil

5. New Business

5.1 Consolidated Unaudited Operating Results for HECFI for The Seven Month Period Ended July 31, 1989

Mr. Leuser reported that the deficit figures for Copps Coliseum have resulted from a lack of confirmed events. As reported previously, it has been a slow period for booking events especially concerts. Mr. Crane stated that the expenditures are well below projections. He reported that it is anticipated that a number of concerts will be confirmed by the end of the year which will improve our financial picture.

MOVED by Mr. Kwiatowski, seconded by Alderman Agostino that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR HECFI FOR THE SEVEN MONTH PERIOD ENDED JULY 31, 1989, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5.2 Unaudited Operating Results for the Central Utilities Plant for The Seven Month Period Ended July 31, 1989

Mr. Leuser reported that a budgetary surplus exists for the CUP which is well ahead of last year and wished to commend Mr. Crane and his staff. Mr. Crane stated that it was encouraging to read such figures and reported that it has resulted from a reduction in actual power requirements and efficient energy management.

MOVED by Mr. Kwiatowski, seconded by Alderman Agostino that

THE UNAUDITED OPERATING RESULTS FOR THE CENTRAL UTILITIES PLANT FOR THE SEVEN MONTH PERIOD ENDED JULY 31, 1989, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5.3 Volume Concession Services - 1989-1990 Price Proposal

Mr. Crane stated that Volume Concessions Services are requesting a price increase for the reasons as stated. Discussion followed on the feasibility of having the prices held to a 5% increase across the board as opposed to raising the cost of some items 10% to 12%.

Alderman Agostino noted that Volume has made a comparison with the SkyDome which generally is higher priced than other facilities. He stated that many of our events are family-oriented and it is expensive to bring children to hockey games, wrestling, etc.

Mr. Macaluso stated that when prices for concession items are compared with those at Ivor Wynne Stadium, the costs are often lower at Copps Coliseum.

It was noted that a percentage of the concession sales is remitted to Copps Coliseum.

MOVED by Mr. Kwiatowski, seconded by Alderman Agostino that

**THE PROPOSED PRICES AS SUBMITTED BY VOLUME CONCESSION SERVICES INC. DATED JULY 28, 1989, FOR THE 1989-1990 SEASON BE APPROVED.**

MOTION CARRIED.

#### 5.4 Hamilton Convention Centre - Lighting Retrofit

Mr. Crane presented the in-depth report on lighting retrofit for the Hamilton Convention Centre in relation to the Central Utilities Plant. He stated that Ontario Hydro has developed an incentive plan to assist in energy reduction and management has been working in the past with them on a plan for HECFI. A case study has been done on the Hamilton Convention Centre which is serviced by CUP.

(Mr. Macaluso left the meeting at 1:15 p.m.)

Mr. Crane reviewed the report in detail and commented on each of the five locations studied. All areas covered by Items (a), (b), (c), and (e) were recommended to be undertaken for reasons of energy reduction and cost savings. Mr. Crane expressed some concern regarding Item (d) because of the amount of money involved. However he noted that the lights in this area of the Convention Centre are almost ready for replacement which will be costly in the future. Mr. Kwiatowski agreed that the cost savings in energy reduction would be considerable.

Mr. Leuser stated that the overall pay-back period is just over a year with the exception of Item (d). He stated that he will be following up with the City on the financing arrangements necessary.



MOVED by Alderman Agostino, seconded by Mr. Kwiatowski that

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. MAKE APPLICATION TO THE ONTARIO HYDRO COMMERCIAL INCENTIVE PROGRAM FOR RETROFITTING OF EXISTING LIGHTING SYSTEMS TO ENERGY EFFICIENT LIGHTING AT THE HAMILTON CONVENTION CENTRE AS DESCRIBED IN THE FOLLOWING AREAS:

| <u>LOCATION</u>           | <u>INSTALLATION<br/>COST</u> | <u>TOTAL<br/>ANNUAL SAVINGS</u> | <u>INCENTIVES</u>  |
|---------------------------|------------------------------|---------------------------------|--------------------|
| A) THROUGHOUT             | \$41,487.60                  | \$40,120.04                     | \$ 4,620.00        |
| B) INTERIOR<br>CORRIDORS  | 4,631.06                     | 1,229.32                        | 665.00             |
| C) EXTERIOR<br>STAIRWELLS | 650.00                       | 238.33                          | 150.00             |
| E) LOADING DOCK<br>AREA   | 10,750.00                    | 3,044.63                        | 3,148.50           |
| TOTAL                     | <u>\$57,518.66</u>           | <u>\$44,632.32</u>              | <u>\$ 8,853.50</u> |

PAYBACK PERIOD - 1.3 YEARS

AND THAT THE H.E.C.F.I. EXECUTIVE COMMITTEE RECOMMEND THE METHOD OF FINANCING FOR THE PROJECT.

MOTION CARRIED.

- Note: i) The August 17, 1989 Report from the Director of Copps Coliseum outlines the financial incentives offered by Ontario Hydro. It was agreed that the Director of Finance and Administration will obtain additional information with respect to the incentives and will recommend the method of financing.
- ii) The Committee agreed that Item (d), Location: Wentworth and Chedoke Exhibition Halls be deleted from the project due to the installation cost of \$105,600.00.

5.5 Correspondence - Alderman B. Hinkley

MOVED by Alderman Agostino, seconded by Mr. Kwiatowski that



THE CORRESPONDENCE DATED JUNE 30, 1989 FROM ALDERMAN B. HINKLEY ON BEHALF OF THE KEEP HAMILTON CLEAN CITIZENS COMMITTEE BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5.6 Chairman Mills: Manager

Mr. Leuser stated that this item is presented to the Committee due to the fact that Chairman Mills does work in Copps Coliseum for our clients and it is a requirement of our contract to approve the naming of any new manager.

MOVED by Alderman Agostino, seconded by Mr. Kwiatowski that

APPROVAL BE GIVEN TO THE PROPOSED REPLACEMENT OF MR. GARY EVANS AS MANAGER, CHAIRMAN MILLS LTD., HAMILTON BY MR. GILLES BOUCHARD.

MOTION CARRIED.

6. Report by the Director of Copps Coliseum

Mr. Crane reviewed his report and in particular the IAAM Conference.

He stated that discussions were held on how other facilities are coping with the down-turn in activity. Many facilities are either co-promoting or buying shows. He noted that management companies are taking over some of the U.S. facilities and consequently they can offer alternate venues to promoters for a particular tour. Mr. Cowell stated that the trend of management teams operating facilities or companies is becoming evident in the corporate business world.

MOVED by Alderman Agostino, seconded by Mr. Kwiatowski that

THE REPORT BY THE DIRECTOR OF COPPS COLISEUM, DATED AUGUST 18, 1989, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

7. Other Business

Nil

8. Unfinished Business

The Committee duly noted the unfinished business.

9. Date of Next Meeting

Wednesday, September 27, 1989 - 12:00 Noon  
Hamilton Room, Copps Coliseum

10. Adjournment

MOVED by Alderman Agostino, seconded by Mr. Kwiatowski that  
THE COPPS COLISEUM COMMITTEE MEETING BE ADJOURNED AT 1:30 P.M.

TAKEN AS READ AND APPROVED,

\_\_\_\_\_  
Mr. Paul Cowell, Vice-Chairman

\_\_\_\_\_  
Gail McCaffrey, Secretary

5.3      Hamilton Convention Centre Committee Eighth Report







REPORT TO THE BOARD OF DIRECTORS, HECFI  
FROM THE HAMILTON CONVENTION CENTRE COMMITTEE MEETING  
OF FRIDAY, SEPTEMBER 22, 1989

The Hamilton Convention Centre Committee presents its **EIGHTH REPORT** as follows and respectfully recommends:-

**1. Building Repairs and Maintenance Account**

That approval be given to authorize an overdraft for Account HE 57301 81021 Building Repairs and Maintenance, in the amount of \$60,000 for 1989. Attached as APPENDIX "A" is a copy of the recommendation of the Operations Manager, in which it was pointed out that the costs for 1986, 1987 and 1988 were \$102,852, \$138,340 and \$137,507 respectively.

**2. Retention of Consultant - Interior and Exterior Signage**

That approval be given for terms of reference to be drawn to tender for a consultant for the Interior/Exterior Signage and an Information and Message System. The recommendation of the Operations Manager, attached as APPENDIX "B", was amended to read: That approval be given to retain a consultant for the Interior/Exterior Signage and an Information and Message System for the Convention Centre.

**Information Items**

**3. Report on the Centre for the month of August, 1989**

The Operations Manager's Report on the Centre for the month of August, 1989, attached as APPENDIX "C", was approved and received for information.

**4. Correspondence Items**

The correspondence items, attached as APPENDIX "D", were received for information.

**5. Client Evaluations**

The Client Evaluations were received for information.

**6. Unaudited Operating Results for the Eight-month period to August 31, 1989**

The Unaudited Operating Results for the Eight-month period to August 31, 1989 were approved and received for information. A copy will be included with the material forwarded to the Directors by the Finance/Administration Division.

September 22, 1989

**7. Marketing Services Report**

The Marketing Services Report was approved and received for information. A copy will be provided to the Directors by the Marketing Services Department.

**8. CSAE Conference**

A report of the Operations Manager on his attendance at the annual Conference of the Canadian Society of Association Executives in Winnipeg, Manitoba held from August 26-30, 1989, attached as APPENDIX "E", was received for information.

**9. Loose Lay Carpet - Chedoke Hall**

The committee approved a recommendation of the Operations Manager, attached as APPENDIX "F", that the Convention Centre continue to cover the parquet floor in Chedoke Hall with loose lay carpet until the carpet in the Convention Centre is replaced.

**10. Mobile Signs - referred back by HECFI Board**

It was agreed by the committee that each client who requests a mobile sign should be informed that these are no longer allowed, but that if an alternative type of sign were proposed, it would be given consideration.

**11. Date of next meeting**

The date of the next meeting was arranged for Friday, October 27, 1989 at 08:00 hours.

Respectfully submitted,

Norman Levitt, Chairman  
Hamilton Convention Centre Committee

B. Goddard  
Secretary



HAMILTON  
CONVENTION  
CENTRE

APPENDIX "A"

FROM: Stephen H. Dockman, Operations Manager

DATE: September 18, 1989

Hamilton Convention Centre

FOR ACTION X

FOR INFORMATION \_\_\_\_\_

TO: HECFI BOARD \_\_\_\_\_ AND/OR HAMILTON CONVENTION CENTRE COMMITTEE(S) X

SUBJECT: Building Repairs and Maintenance Account -  
Budget Increase for 1989

RECOMMENDATION: THAT APPROVAL BE GIVEN TO INCREASE THE BUDGET FOR ACCOUNT HE  
57301 81021 - BUILDING REPAIRS AND MAINTENANCE - FROM \$65,000  
TO \$125,000 FOR 1989

BACKGROUND:

As the Facility and equipment age, and with the increase in business, the cost of repairs and maintenance increase. The costs in previous years were as follows:-

|      |   |           |
|------|---|-----------|
| 1986 | - | \$102,852 |
| 1987 | - | \$138,340 |
| 1988 | - | \$137,507 |

Expenditure to August 31, 1989 is \$62,840.00. In order to maintain the building and equipment, and retain the Facility in optimum condition, a budget increase in the amount of \$60,000 is required. This will increase our current budget from \$65,000.00 to \$125,000.00 which is still below our 1987 and 1988 repairs and maintenance costs.

Stephen H. Dockman  
Operations Manager  
Hamilton Convention Centre

SHD:bg





HAMILTON  
CONVENTION  
CENTRE

APPENDIX "B"

FROM: Stephen H. Dockman, Operations Manager  
Hamilton Convention Centre

DATE: September 18, 1989

FOR ACTION X

FOR INFORMATION \_\_\_\_\_

TO: HECFI BOARD \_\_\_\_\_ AND/OR HAMILTON CONVENTION CENTRE COMMITTEE(S) X

SUBJECT: **Retention of Consultant - Interior and Exterior Signage**

RECOMMENDATION: **THAT APPROVAL BE GIVEN TO RETAIN A CONSULTANT FOR THE INTERIOR/  
EXTERIOR SIGNAGE AND AN INFORMATION AND MESSAGE SYSTEM**

BACKGROUND:

Over the years, we have received numerous complaints about the inadequacies of our signage system - the inability for the signage to direct people through the facility. Comments have been received about the lack of signage to the Centre from the Sheraton Hotel and at the entrance to the Convention Centre. As well, the Plaza Entrance on the second floor is used extensively, particularly by convention delegates. This entrance and the Reception Desk require appropriate signage and identification.

There is no message system other than the message boards on easels in the front lobby and the second floor reception area. For a facility this size a message system is extremely important to welcome people, and advise and direct them through the building.

Recently, there have also been concerns expressed regarding the exterior signage which is very limited at the present time.

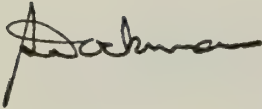
Presently, there are two capital projects approved for 1989 that address the signage problem: Replace Inside Signage, \$25,000; and Message System, \$50,000. Although we could proceed with these two projects on an individual basis, it is unlikely they would be compatible with each other.

Since we are now considering exterior signage, and that signage generally is extremely important and reflects generally on the Facility, the retention of a consultant to address all signage requirements would emulate Corporate responsibility.



The terms of reference for tender would address all requirements for interior signage, exterior signage and a changeable, programmable computer-generated message and information system for the interior and exterior of the Convention Centre, as well as Corporate identification for both entrances.

It is our recommendation to proceed with tendering for consulting services at a cost not to exceed \$60,000.00.

A handwritten signature in black ink, appearing to read 'Stephen H. Dockman', written in a cursive style.

Stephen H. Dockman  
Operations Manager  
Hamilton Convention Centre

SHD:bg



REPORT TO THE HAMILTON CONVENTION CENTRE COMMITTEE  
FROM THE OPERATIONS MANAGER FOR AUGUST, 1989

September 19, 1989

Although revenue of \$174,538 exceeded budget of \$167,000 by \$7,538, the month of August was a disappointment overall. We anticipated a very successful month with two major conventions; however, the numbers did not materialize. Regardless, the revenue for the year to date of \$2,110,619 is still well above the budget of \$1,688,000 and 22.1% over revenue for the same period last year.

Future sales for August were \$231,481, slightly above our objective of \$226,000 and well above the sales of \$169,620 in August 1988. Sales for the eight-month period of \$2,405,391 remain below our objective of \$2,492,000.

The following is a brief outline of the conventions and other major functions during the month of August:

|                                                      | No. of persons<br><u>attended</u> |
|------------------------------------------------------|-----------------------------------|
| <u>Conventions</u> Christian Booksellers Association | 500                               |
| Canadian Parks and Recreation<br>Association         | 500                               |
| Sixth World Conference on<br>Co-operative Education  | 800                               |
| <u>Other</u> Sports Distributors of Canada           |                                   |
| Trade Show                                           | 200                               |
| Stelco Scholarship Awards                            | 500                               |

Mr. Tom Gleeson was the successful candidate for the position of Maintenance Assistant. Tom was a part-time Assistant Signaller for the Traffic Department prior to accepting this job. We are hoping that Tom will add some stability to the position.

Stephen H. Dockman  
Operations Manager  
Hamilton Convention Centre

SHD:bg



The Corporation  
Of The City Of  
Thunder Bay

SEP 03 1989

APPENDIX "D"

Parks and Recreation Department  
950 Memorial Avenue  
Thunder Bay, Ontario  
P7B 4A2

August 30, 1989

CONGRATULATIONS TO ALL  
THANKS FOR A JOB  
WELL DONE

Hamilton Convention Centre  
115 King Street, West  
Hamilton, Ontario  
L8P 4T9

Sept 11/89

Attention: Robin Laking & Steve Dockman

Dear Robin and Steve:

On behalf of the City of Thunder Bay and the Canadian Parks and Recreation Association planning committee, I would like to extend our gratitude for your assistance in making Thunder Bay Night in Hamilton such a success.

Your personal attention, prior to and during our visit to Hamilton, in addition to a very accommodating staff, made for a well organized and successful function. Please extend our thanks to Peter, Bruce, Frank and all your staff who assisted with Thunder Bay Night. Also say hello to Norma for me. It was welcoming being greeted each day by such a pleasant person.

Again, I thank you for your time and consideration.

Sincerely,

A handwritten signature in cursive script that reads "Rose Marie Mancusa".

Rose Marie Mancusa  
Events Organizer



REPORT TO THE HAMILTON CONVENTION CENTRE COMMITTEE  
FROM THE OPERATIONS MANAGER FOR AUGUST, 1989

September 19, 1989

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| <u>Other</u> Sports Distributors of Canada           |                                   |
| Trade Show                                           | 200                               |
| Stelco Scholarship Awards                            | 500                               |

Mr. Tom Gleeson was the successful candidate for the position of Maintenance Assistant. Tom was a part-time Assistant Signaller for the Traffic Department prior to accepting this job. We are hoping that Tom will add some stability to the position.

Stephen H. Dockman  
Operations Manager  
Hamilton Convention Centre

SHD:bg





The Corporation  
Of The City Of  
Thunder Bay

SEP 03 1989

APPENDIX "D"

Parks and Recreation Department  
950 Memorial Avenue  
Thunder Bay, Ontario  
P7B 4A2

August 30, 1989

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Again, I thank you for your time and consideration.

Sincerely,

A handwritten signature in cursive script that reads "Rose Marie Mancusa".

Rose Marie Mancusa  
Events Organizer

SEP 12 1989



ONTARIO  
MARCH  
OF DIMES

*Developing the ability in Disabled Adults*

August 16, 1989

Hamilton Convention Centre  
115 King St. W.  
Hamilton, Ontario  
L8P 4T9

Dear Mr. Dockman

Just a note to express our thanks for your help and co-operation concerning the Hamilton-Wentworth Access Guide '89 . Because of your assistance we were able to determine that your building is accessible for people who are physically disabled.

We are pleased to inform you that you will be included in our new Access Guide. We are looking forward to a fall publication date.

Once again, many thanks.

Sincerely,

R.L. West  
Researcher

Janis Lord  
Researcher

The Honourable Lincoln M. Alexander  
Lieutenant Governor of Ontario  
The Honourable Paul Martin  
Patrons  
W. H. Lawson  
President  
Andria Spindel  
Executive Director

Hamilton Regional Office  
495 Woodward Avenue  
Hamilton, Ontario  
L8H 6N6  
Tel: (416) 547-9233  
Fax: (416) 547-5871  
Charitable Reg. No.  
0224949-11-13

# HEALTHWARE

HOMEWARE DIV. OF TYE-SIL CORP. LTD LTEE  
15 INDUSTRIAL ROAD, TOTTENHAM, ONTARIO  
CANADA, L0G 1W0

TEL: (416) 936-4237

FAX: 762-9305

AUG 31 1989

August 23rd, 1989.

HAMILTON CONVENTION CENTRE,  
Hamilton,  
Ontario.

Attn: Director of Personnel.

Dear Sir,

I recently exhibited at the Sports Distributors Show  
August 21st and 22nd.

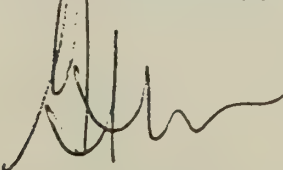
Upon installation of my display booth and samples it was  
noticed that a major problem existed with the assembly of  
one of our products making it virtually inoperable and  
impossible to exhibit at the show.

In desperation in search of tools, I came across your  
Mr. Sam Macaluso. Upon explaining my problem to Sam he  
reacted immediately, obtained the necessary tools, removed  
my product from the display and in less than 30 minutes  
had it in fine working order and I was back in business..

Without Sam's help I was sunk and when I offered him a tip  
in appreciation of his service he replied "that's what we  
are here for".

Our appreciation to Sam for his assistance and our compliments  
to your organization.

Yours Sincerely,



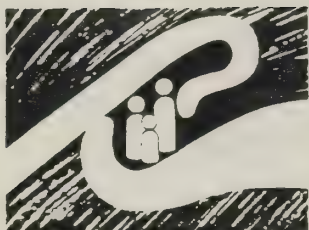
George Milo,  
General Manager.  
GM/ma

SAM

THANK YOU FOR  
ATTENTION TO THIS  
PROBLEM. SERVICE  
AND RESPONSE IS  
ALWAYS APPRECIATED

WELW DONE

  
Sept 6/89



# Good Shepherd Centres

Mending hope, lives and families  
~ Charity Unlimited ~

SEP 01 1989

August 28, 1989

Hamilton Convention Centre  
115 King Street West  
Hamilton, ON  
L8P 4T9

Dear Friends:

Please accept our sincere thanks for your donation of food to Good Shepherd Centre.

Your support is greatly appreciated and needed by the Little Brothers of the Good Shepherd and the staff of Good Shepherd Centre. As a result of your concern and thoughtfulness, we are able to continue our efforts of providing food, clothing and shelter to those persons who come to Good Shepherd Centre seeking help.

Thank you and may God bless you and your family.

Sincerely,

Sister Rita Bohnert, C.S.J.  
Director  
Good Shepherd Men's Centre





# Good Shepherd Centres

Mending hope, lives and families  
~ Charity Unlimited ~

SEP 12 1989

September 12, 1989

Hamilton Convention Centre  
115 King Street West  
Hamilton, ON  
L8P 4T9

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Thank you and may God bless you and your family.

Sincerely,

Sister Rita Bohnert, C.S.J.  
Director  
Good Shepherd Men's Centre



Georgian College  
of Applied Arts and Technology

One Georgian Drive,  
Barrie, Ontario L4M 3X9  
Telephone 705-728-1951  
FAX 705-722-5123

SEP 13 1989

7 September 1989

Mr. Stephen Dockman  
Operations Manager  
Hamilton Convention Centre  
115 King St. West  
Hamilton, Ontario  
L8P 4T9

Dear Mr. Dockman:

I recently had the pleasure of attending the World Co-op  
Conference in Hamilton.

As a Co-operative Education consultant for the School of  
Hospitality and Tourism at Georgian College in Barrie, Ontario, I  
would like to commend you and your banquet staff for the  
excellent meals and service the delegates received during the  
conference.

With many years of experience working in the Hospitality  
Industry, I know the hard work and effort it takes to service a  
luncheon of that size. Not only were the staff skilled at what  
they did they appeared to have a sense of pride in a job well  
done! That is something that filters down from the top and to  
you I say "well done".

It was truly a pleasure and made me feel proud to be a part of  
the Hospitality Industry.

Yours truly,

Cheryl Pape  
Co-operative Education Consultant  
Co-op/Placement Office

CP:cb



HAMILTON  
CONVENTION  
CENTRE

APPENDIX "E"

FROM: Stephen H. Dockman, Operations Manager  
Hamilton Convention Centre

DATE: September 18, 1989

FOR ACTION \_\_\_\_\_

FOR INFORMATION X

TO: HECFI BOARD \_\_\_\_\_ AND/OR HAMILTON CONVENTION CENTRE COMMITTEE(S) X

SUBJECT: Canadian Society of Association Executives Conference -  
Winnipeg, Manitoba - August 26-30, 1989

RECOMMENDATION: n/a

BACKGROUND:

The C.S.A.E. is a very important organization for our industry. The members of this Association are involved in the decisions regarding the site selection for their respective association meetings and conventions. The City of Hamilton has the distinct privilege of hosting the 1990 Conference to be held in August.

As part of the Hamilton contingent, Sal Farrauto, Karen Dowhan and myself attended the conference in Winnipeg. It was a great opportunity for all of us to promote Hamilton for 1990, as well as meet a number of delegates who utilize facilities such as ours.

The marketplace that we were a part of, in conjunction with the Region, was a success. During the conference, we garnered many ideas that will make the 1990 Conference a tremendous success. We will have an opportunity to "showcase" Hamilton and our facilities August 12-15, 1990.

Stephen H. Dockman  
Operations Manager  
Hamilton Convention Centre

SHD:bg  
Attch.



HAMILTON  
CONVENTION  
CENTRE

APPENDIX "F"

FROM: Stephen H. Dockman, Operations Manager  
Hamilton Convention Centre

DATE: September 18, 1989

FOR ACTION X

FOR INFORMATION \_\_\_\_\_

TO: **HECFI BOARD** \_\_\_\_\_ AND/OR HAMILTON CONVENTION CENTRE COMMITTEE(S) X

SUBJECT: **Loose Lay Carpet - Chedoke Hall**

RECOMMENDATION: **THAT WE CONTINUE TO COVER THE PARQUET FLOOR IN CHEDOKÉ HALL WITH LOOSE LAY CARPET UNTIL THE CARPET IN THE CONVENTION CENTRE IS REPLACED**

BACKGROUND:

For the information of the Committee, there are approximately 1,300 square yards of loose lay carpet in Chedoke Hall which cost \$27.25 per square yard - a total cost of \$35,425.00.

The carpet is cut into 12' x 22' sections - twice the width of the previous carpet - which reduces the manpower required to lay or remove the carpet. It is estimated that we spend approximately \$3,000.00 a year in labour handling the carpet.

Although there are some concerns regarding loose carpet, it does add to the ambience of the room. As well, carpet is easier for standing and walking on for long periods of time. Other Convention Centres, such as Ottawa and Winnipeg, have fully carpeted floors and use portable dance floors which are also labour intensive.

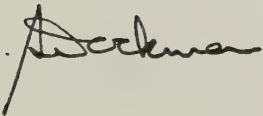
The main concern with the loose carpet is the corners and edges. Once the carpet is in place, any area which is a potential safety hazard is taped. We have purchased two sided tape to secure the corners to the floor, and are presently searching for coloured tape to blend with the carpet.

The Toronto Convention Centre is experiencing the same problems as we are with the edges and damage to the carpet. It is their intent next year, when the carpet is replaced, to carpet the entire floor.



Page 2

Considering that our carpet is new, it is recommended that we continue to cover the floor with loose lay carpet until it is time to replace the carpet, at which time we can consider removing the parquet floor and carpeting the entire room.

A handwritten signature in black ink, appearing to read "Stephen H. Dockman". The signature is written in a cursive style with a prominent initial 'S'.

Stephen H. Dockman  
Operations Manager  
Hamilton Convention Centre

SHD:bg



5.3.1      Hamilton Convention Centre Minutes of August 25, 1989





# HAMILTON CONVENTION CENTRE COMMITTEE

## REGULAR MEETING

Friday, August 25, 1989

08:00 hours

Room 206, HCC

PRESENT: Mr. Norman Levitt, Chairman  
Mr. William J. Tidball, Vice-Chairman  
Alderman Don Drury  
Mrs. Mary Dow  
Mrs. Alison VanDuzer

ALSO PRESENT: Mr. Gabe Macaluso, Managing Director/CEO, HECFI  
Mr. Stephen H. Dockman, Operations Manager, HCC  
Mr. John A. Leuser, Director  
Finance/Administration, HECFI  
Mrs. B. Goddard, Secretary

Chairman's  
Remarks

### 1. Chairman's Remarks

The Chairman opened the meeting by congratulating Mr. Macaluso on his appointment as Managing Director/CEO, HECFI and wishing him the best of luck in his new position and was joined by the other committee members. Mr. Macaluso acknowledged the remarks, and stated he would give one hundred percent of his efforts into doing a good job.

In Camera  
Session  
Convened

### 2. Motion to Move In Camera

It was MOVED by Mrs. Dow, seconded by Mr. Tidball -

THAT THE IN CAMERA SESSION BE CONVENED

MOTION CARRIED

In Camera  
Motions

### 3. Motions carried In Camera

THAT THE IN CAMERA SESSION BE CONVENED

THAT THE MINUTES OF THE IN CAMERA SESSION OF JUNE 23, 1989 BE ADOPTED AS CIRCULATED TO THE MEMBERS

THAT THE SALES REPORTS FOR JUNE AND JULY, 1989 BE APPROVED, RECEIVED FOR INFORMATION, AND FORWARDED TO THE BOARD OF DIRECTORS

THAT THE FINANCIAL AND STATISTICAL INFORMATION REPORTS ON EVENTS FOR THE SIX-MONTH PERIOD TO JUNE 30, 1989 AND THE SEVEN-

HAMILTON CONVENTION CENTRE COMMITTEE  
REGULAR MEETING

August 25, 1989

MONTH PERIOD TO JULY 31, 1989 BE APPROVED AND RECEIVED FOR INFORMATION

THAT THE MONTHLY OVERVIEW AND THE CANCELLATION/LOST BUSINESS REPORTS FOR THE MONTHS OF JUNE AND JULY 1989 (SALES DEPARTMENT) AND THE MONTHLY EVENT REVENUE REPORTS FOR THE MONTHS OF JUNE AND JULY 1989 (FINANCE/ADMINISTRATION DIVISION) BE APPROVED AND RECEIVED FOR INFORMATION

THAT THE HAMILTON CIVIC HOSPITALS FOUNDATION BE ALLOWED TO SERVE DONATED WINE, TWO BOTTLES PER TABLE, AT THE CHRISTMAS FANTASY DINNER ON THURSDAY, NOVEMBER 30, 1989

THAT B'NAI BRITH CANADA BE ALLOWED TO SERVE DONATED WINE, NO LIMIT, AT THE AWARD OF MERIT DINNER ON THURSDAY, SEPTEMBER 14, 1989

THAT THE REPORT OF THE OPERATIONS MANAGER, HCC, RELATING TO THE NEGOTIATION WITH B'NAI BRITH TO ALLOW AN OUTSIDE CATERING COMPANY TO PREPARE A KOSHER MENU FOR THE DINNER HONOURING WILLIAM MORRIS AND FEATURING FORMER U.S. PRESIDENT GERALD R. FORD ON THURSDAY, SEPTEMBER 14, 1989, BE APPROVED, ON THE PREMISE THAT WE COULD NOT PREPARE KOSHER FOOD FOR THE EVENT, AS: THE KITCHEN WAS IN USE; THAT THE EVENT WAS NATIONAL IN SCOPE; AND THERE WAS A HIGH-PROFILE GUEST SPEAKER

THAT THE HECFI EXECUTIVE COMMITTEE BE REQUESTED TO CONSIDER WHAT STEPS COULD BE TAKEN TO EXPEDITE THE NECESSARY REPAIRS TO THE BRIDGE

THAT THE IN CAMERA SESSION BE CONCLUDED

4. Release of Holdback - Replacement of Carpet in  
Convention Centre and Hamilton Place

This item was brought forward from its place on the Agenda, as Mr. Rick Mercey from Harding Carpets and Mr. Terence Webster from Terence Webster Design Associates had arrived to join the meeting.

Before inviting the two gentlemen to join them, the members discussed the replacement carpet at great length.

The Operations Manager reported that the carpet installation had been completed to the satisfaction of management, following which Mr. Tidball explained that a "holdback" was not meant to be used as a tool for the purpose of withholding money until everything was just right, but rather for the purpose of making sure that no outstanding liens existed, or payments that were

HAMILTON CONVENTION CENTRE COMMITTEE  
REGULAR MEETING

August 25, 1989

due from the installers to employees or sub-contractors, which might result in the customer having to make extra payments.

The Chairman stated that in his opinion the installation was very unsatisfactory, as the carpet had runs and tears in it and he was very dissatisfied.

The Operations Manager pointed out that the holdback was for the amount due to Terence Webster Design Associates and that the quality of the carpet itself had been approved by the committee. We were not in a position to withhold these funds for the purpose of getting satisfaction on the guarantee - that was between the Convention Centre and Harding Carpets.

Mrs. VanDuzer **MOVED** that the Operations Manager's recommendation be approved, as our concern was with the quality of the carpet, not the installation. Alderman Drury **SECONDED** the motion, and agreed the quality of the carpet should be looked at separately.

The Operations Manager informed the members that the two representatives were waiting in the corridor, ready to talk to the committee members, but before meeting them, an extremely long discussion took place.

The members made their way to the third floor, where all the loose carpet had been laid down, and Messrs. Mercey and Webster accompanied them. The Operations Manager introduced the two men to the committee and further discussion took place between them and the committee members.

Mr. Mercey stated his firm would be back in two years in any event to check on the carpet. One of the procedures he had proposed had been rubber backing, but it had been agreed this would make the carpet twice as heavy and bulky. He was now making the suggestion of serging as an alternative and said he would recommend this. In answer to a query by Mrs. VanDuzer he stated the serging would be done with the same colour yarn and that the border would be about two rows in from the edge.

Mr. Mercey pointed out that binding cost only a third of the cost of serging and had not been widely available until now.

Mr. Mercey informed the members that his firm had purchased a serging machine, and that they would be prepared to work with the Operations Manager and the Convention Centre staff to work out a system for serging all the loose pieces, starting with the ones that had been damaged already. There were 44 pieces in all, and they would do about six at a time.



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Mr. Tidball was concerned that the carpet had been down for such a short time and already had pulls, holes, and torn edges. Mr. Mercey made an offer to pick up the carpet free of charge, do the labour involved in serging the edges (the cost of which was 60 cents a foot for materials) at their own expense (\$1.50 per foot for labour).

Mr. Tidball also pointed out that the carpet had been chosen relying on the expertise of Harding Carpets, and on their recommendation. Mr. Mercey repeated his offer, and requested a decision from the committee.

The meeting then reassembled in Room 206, and it was finally decided to CARRY THE MOTION as follows:-

THAT APPROVAL BE GIVEN TO RELEASE THE 10% STATUTORY HOLDBACK IN THE AMOUNT OF \$32,581.20 ON THE CARPET REPLACEMENT IN HAMILTON PLACE AND HAMILTON CONVENTION CENTRE TO TERENCE WEBSTER DESIGN ASSOCIATES

Secretary

The Managing Director suggested that staff should write a letter to Harding Carpets confirming the arrangements which had been agreed to regarding the serging of the 44 loose pieces of carpet.

Secretary

Minutes of  
Previous  
Meeting

5. Minutes of previous meeting

It was MOVED by Alderman Drury, seconded by Mr. Tidball -

THAT THE MINUTES OF THE REGULAR MEETING OF JUNE 23, 1989 BE ADOPTED AS CIRCULATED TO THE MEMBERS

Secretary

MOTION CARRIED

Follow-up

6. Matters arising from previous meeting

Items 1 and 2 of the Follow-up had been dealt with and the third item was placed on the Agenda for the present meeting as follows:-

Mobile Signs

6.1 Mobile Sign - Summers Lane

Mrs. VanDuzer opened the discussion by stating that signage for the Convention Centre should be in a more visible location and the new marquee at Hamilton Place should serve the purpose. It was not desirable for facilities to act individually, but as part of HECFI.



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The Operations Manager, in order to clarify the request, stated that there had been concerns about signs for events at the Convention Centre, and there appeared to be a need for the mobile signs at this stage; they increase attendance at events open to the public and his objective was to get official permission for continuing to use the signs for the time being.

Mrs. VanDuzer pointed out that funds were not allocated for a sign over the Convention Centre as yet, but it should be in order for the mobile signs to be used at least until Christmas. The Operations Manager stated he was working with Burt Kramer on signs for the interior of the building and that the firm would be presenting a separate proposal, in case it was needed, for exterior signs.

Alderman Drury questioned how many requests were received for mobile signs and was informed that about half a dozen requests a year were made, and the average duration for their presence was about 4-5 days.

Mrs. Dow stated that a marquee at the Convention Centre would not be visible from either Main or King Street. The Operations Manager stated that Mr. Kramer was looking at all aspects of signage for the building, but as yet there was nothing in the budget for the building's exterior.

Mrs. VanDuzer suggested that requests should be dealt with individually, and that mobile signs only be used until a better solution could be found.

The Operations Manager stated that the signs, if requested, are always placed at the expense of the entrepreneur, and in answer to a query by Mrs. Dow, informed the meeting that we can control the size of signs; the only restriction is that the sign not impede traffic flow along Summers Lane.

It was MOVED by Mr. Tidball, seconded by Alderman Drury

THAT APPROVAL BE GIVEN TO ALLOW MOBILE SIGNS IN SUMMERS LANE NEAR THE ENTRANCE TO THE CONVENTION CENTRE FOR THE PURPOSE OF ANNOUNCING A SHOW, BUT THAT THIS APPROVAL BE ON A TEMPORARY BASIS ONLY, AND SUBJECT TO REVISION

MOTION CARRIED

Mrs. Dow voted against the recommendation.

Secretary

HAMILTON CONVENTION CENTRE COMMITTEE  
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Report on  
the Centre -  
June/July/89

7. Report on the Centre for June and July, 1989

The Operations Manager presented his report as follows:-

"The month of June was an excellent month with revenue exceeding budget by \$78,000. The revenue for June was approximately \$388,000, which is 20.1% over the budget of \$310,000. July revenue of \$109,300 was within \$700 of budget. The total revenue for the year to date is approximately \$1,936,000, which is well above the revenue of \$1,521,000 last year and 26.5% over budget for the seven-month period.

"Future sales for June were \$333,799 and for July, \$255,058. These figures compare favourably to last years sales of \$247,605 and \$128,604 respectively. Sales for the first seven months were \$2,174,450, slightly below our objective of \$2,266,000.

|                    |                                                      | <u>No. of persons<br/>attended</u> |
|--------------------|------------------------------------------------------|------------------------------------|
| <u>JUNE</u>        |                                                      |                                    |
| <u>Conventions</u> | Telecare National Conference                         | 250                                |
|                    | Canadian Society of Clinical Chemicals               | 400                                |
|                    | The Institute of Chartered<br>Accountants of Ontario | 800                                |
|                    | United Steelworkers of America - District 6          | 450                                |
|                    | The Association for Early<br>Childhood Education     | 450                                |
|                    | Canadian Association of<br>Municipal Administrators  | 150                                |
| <u>Banquets</u>    | Hamilton Civic Hospitals                             | 783                                |
|                    | Hamilton General Hospital                            | 1320                               |
| <u>Other</u>       | Prime Time '89                                       | 2500                               |

JULY

|                    |                                             |      |
|--------------------|---------------------------------------------|------|
| <u>Conventions</u> | The Gideons International in Canada         | 1000 |
| <u>Banquets</u>    | United Steelworkers of America - Local 1005 | 350  |
| <u>Other</u>       | Balloonman of Canada                        | 400  |

"Mrs. Sandra Johnson has joined the Convention Centre as Events Secretary. Sandra was formerly with the Building Department as a Stenographer III. Mr. Bob Grubb has resigned his position

HAMILTON CONVENTION CENTRE COMMITTEE  
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as Maintenance Assistant. We are presently seeking a replacement.

"As in previous years, we used the summer months to do general maintenance projects. These projects include steam cleaning of all carpet, including loose lay carpet in Wentworth Exhibition Hall, cleaning banquet chairs, binding loose lay carpet where required, painting throughout the facility and sealing the quarry tile in the main lobby and pedestrian bridge and walkway. As well, we have arranged to have some casual furniture recovered and the Heintzman Grand Piano refurbished."

Following a short discussion regarding the grand piano which is on loan to us from Dundurn Castle and actually belongs to the City, it was MOVED by Mrs. Dow, seconded by Mr. Tidball

THAT THE REPORT OF THE OPERATIONS MANAGER ON THE CONVENTION CENTRE FOR THE MONTHS OF JUNE AND JULY, 1989 BE APPROVED, RECEIVED FOR INFORMATION AND FORWARDED TO THE BOARD OF DIRECTORS

Secretary

MOTION CARRIED

8. Correspondence

It was MOVED by Alderman Drury, seconded by Mrs. VanDuzer

THAT THE ITEMS OF CORRESPONDENCE BE APPROVED, RECEIVED FOR INFORMATION AND FORWARDED TO THE BOARD OF DIRECTORS

Secretary

MOTION CARRIED

9. Client Evaluations

It was MOVED by Mr. Tidball, seconded by Alderman Drury

THAT THE CLIENT EVALUATIONS BE APPROVED AND RECEIVED FOR INFORMATION

MOTION CARRIED

10. Unaudited Operating Results for the Seven-month period to July 31, 1989

The Unaudited Operating Results for the six-month period to June 30, 1989 were incorporated into those for the seven-month period to July 31, 1989, and the Director, Finance/Administration, presented his report as follows:-



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"The Convention Centre realized for the month of July and the seven-month period ended July 31, 1989, budgetary surpluses (deficits) of approximately \$(9,584) and \$316,662, respectively.

"The budgetary deficit of \$9,584 for the month arose primarily due to repairs and maintenance expenditure accounts being over budget for the month. As well, temporary staff were utilized to perform various repairs and maintenance projects in the month.

"The budgetary surplus of \$316,662 for the seven-month period ended July 31, 1989 arose as a result of expenditures being controlled while revenue for the period exceeded budget by \$406,081 or 26.5%."

The Director, Finance/Administration, pointed out that he had been with the organization since 1982 and that the Convention Centre had done well every single year; there was nothing negative to report.

It was moved by Mrs. VanDuzer, seconded by Mr. Tidball

THAT THE UNAUDITED OPERATING RESULTS FOR THE SIX-MONTH PERIOD ENDED JUNE 30, 1989 AND FOR THE SEVEN-MONTH PERIOD ENDED JULY 31, 1989 BE APPROVED AND FORWARDED TO THE BOARD OF DIRECTORS

MOTION CARRIED

Secretary

11. Information Items

11.1 Marketing Services Reports for July and August 1989

It was MOVED by Mr. Tidball --

THAT THE MARKETING SERVICES REPORTS FOR JULY AND AUGUST 1989 BE APPROVED AND FORWARDED TO THE BOARD OF DIRECTORS

Secretary

Mrs. VanDuzer expressed concern at the composition of these reports, particularly with regard to matters which would appear to warrant further information being given in subsequent reports. In particular, she referred to the meeting of a "Contact Group" (mentioned in the penultimate paragraph of page 6 of the July report) which was supposed to have taken place during the week of July 17th, but did not appear to have taken place at all, if the report for August was correct.

Information  
Items

Marketing  
Services  
Reports



HAMILTON CONVENTION CENTRE COMMITTEE  
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Mr. Tidball pointed out that at the Hamilton Place Committee meeting which took place August 24th, Mrs. Mary Webb had spoken at length on her reports, and that he was of the opinion the main thrust of the marketing efforts should be directed to Hamilton Place; this appeared to be what was happening.

The Managing Director pointed out it was the Region's responsibility to "sell" the destination, then it was up to the individual facilities to sell their own building, having regard to how many people, set-ups, square footage required and available, etc., so that advertising dollars are spent appropriately for each one.

Alderman Drury asked what was happening regarding a Marketing Director, and the Managing Director informed the meeting that he had requested at the last Board meeting that he be allowed the opportunity to become more familiar with his own new job and come back with what he thought would work well. He was hoping his report would go to the HECFI Executive committee by the first week in October, after which he thought it would be possible to get on with hiring the necessary people. For example, it was his opinion Marketing and Sales should be under one roof.

Mr. Tidball's motion was seconded by Mrs. Dow.

MOTION CARRIED

Secretary

Lighting  
Retrofit

11.2 Hamilton Convention Centre - Lighting Retrofit

It was MOVED by Mr. Tidball, seconded by Mrs. VanDuzer

THAT A REPORT OF MR. JOHN T. CRANE, DIRECTOR, COPPS COLISEUM, DATED AUGUST 17, 1989, RELATING TO A LIGHTING RETROFIT FOR THE HAMILTON CONVENTION CENTRE, BE RECEIVED FOR INFORMATION

MOTION CARRIED

Other  
Business

12. Other business

Release of  
Holdback

12.1 Release of Holdback - Replacement of Carpet in  
Convention Centre and Hamilton Place

See Item 4.

Maintenance  
- Summers  
Lane

12.2 Maintenance of Summers Lane

It was MOVED by Mr. Tidball, seconded by Mrs. Dow

HAMILTON CONVENTION CENTRE COMMITTEE  
REGULAR MEETING

August 25, 1989

THAT A REPORT OF THE OPERATIONS MANAGER DATED AUGUST 17, 1989  
RELATING TO THE MAINTENANCE OF SUMMERS LANE, BE APPROVED AND  
RECEIVED FOR INFORMATION

The Chairman asked who was responsible for the sidewalks and  
was informed by the Operations Manager that these are the  
responsibility of the Parking Authority, and they have a  
motorized sweeper which is utilized for the purpose.

MOTION CARRIED

12.3 Replacement of Personnel

Alderman Drury expressed concern that nothing seemed to be  
happening with regard to the hiring of a new Director for the  
Convention Centre and a new Marketing Director. He was  
informed by the Chairman that at the last HECFI Executive  
Committee meeting it had been decided to write to all the  
applicants informing them there had been a delay, and that  
they would be advised when proceedings recommenced. The  
Managing Director mentioned that job descriptions were being  
reviewed, and Mrs. VanDuzer also said work was being done on  
these, so it sounded as though it would be a little while  
longer. Alderman Drury expressed his dissatisfaction, stating  
that decisions were made several months ago, and a lot of time  
had been spent then; now it seemed a further delay was taking  
place. The Chairman acknowledged the Alderman's concerns were  
well taken, but that the decision had been made by the HECFI  
Executive committee.

13. Chairman Mills: Manager

A report of the Managing Director/CEO, relating to this matter  
was an added item. In the report, it was stated that the  
agreement between HECFI and Chairman Mills Ltd. requires the  
prior approval of HECFI to be requested for any change in  
management, and to the naming of any new manager.

Following a very brief discussion, it was MOVED by Alderman  
Drury, seconded by Mr. Tidball -

THAT APPROVAL BE GIVEN TO THE PROPOSED REPLACEMENT OF MR. GARY  
EVANS AS MANAGER, CHAIRMAN MILLS LTD., HAMILTON BY MR. GILLES  
BOUCHARD

MOTION CARRIED

Secretary

HAMILTON CONVENTION CENTRE COMMITTEE  
REGULAR MEETING

August 25, 1989

Date of next  
Meeting

14. Date of next meeting

It was agreed the next meeting would take place on Friday,  
September 22, 1989 at 08:00 hours.

Adjournment

15. Adjournment

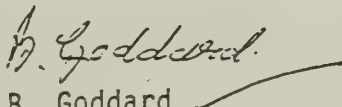
It was MOVED by Mrs. VanDuzer, seconded by Alderman Drury

THAT THE MEETING BE ADJOURNED AT 10:30 HOURS

MOTION CARRIED

Taken as read and approved,

Norman Levitt, Chairman  
Hamilton Convention Centre Committee

  
B. Goddard  
Secretary





5.4

Hamilton Place Committee Eighth Report





October 3, 1989

REPORT TO THE HECFI BOARD OF DIRECTORS  
FROM THE HAMILTON PLACE COMMITTEE MEETING  
OF SEPTEMBER 28, 1989

The Hamilton Place Committee presents its EIGHTH report for 1989 and recommends the following:

1. Musicians' Guild Agreement ATTACHMENT  
That the negotiated agreement with the Hamilton Musicians' Guild be ratified by the HECFI Board of Directors at its next meeting.
2. Innovative Programming Fund Reserve Funds ATTACHMENT  
That Innovative Programming reserve funds be applied to shortfalls in three areas of student programming: 1) school programmes in the Studio Theatre, 2) the annual high school musical, and 3) New Faces.
3. Piano Nobile Doors ATTACHMENT  
That Proposal #2, tendered by Whyte and Braniff, for doors leading from the Piano Nobile onto Commonwealth Square, be approved, and that the Hamilton Place Capital Improvement Surcharge Fund be suggested as the source of funding.
4. Hot Water Tank for Hamilton Place ATTACHMENT  
That, subject to obtaining detailed information and verifying that proper tendering procedures are undertaken, a new hot water tank be purchased for Hamilton Place, source of funding to be suggested by the Executive Committee.

The following items are submitted for information:

1. Director, Hamilton Place - Report  
In regard to the Hamilton Performing Arts Foundation, Mr. Burrows acknowledged the desirability of having a registered charity to allow more latitude in receiving funds and supporting community programs. Mr. Burrows and Mr. Leuser met with lawyers last week to discuss this matter, and will formulate recommendations on how Foundation funds should be utilized.
2. New Faces - Final Report  
The Committee received the final report on New Faces '89 for information.
3. Marketing Services Report for August 1989  
Mary Webb, Manager of Marketing Services, presented and reviewed her report for the Committee. Members of the Committee commended Ms. Webb on her report and on the redoubled efforts of her department to continue to seek new ways to promote Hamilton Place events and to increase audience and public awareness.

The Marketing Services report for August 1989 was received for information.

4. Assistant Director, Hamilton Place - Report

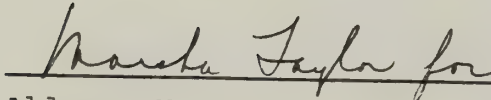
The report of the Assistant Director of Hamilton Place was received for information.

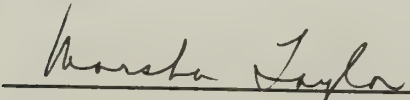
5. Director of Finance & Administration - Report

The report of the Director of Finance & Administration for August 1989 was received for information.

6. Correspondence

A letter and a memo regarding coordinating a major event at Hamilton Place with the Canadian Executives Conference in August 1990 were received for information.

  
Alderman W. McCulloch

  
Marsha Taylor, Secretary to the Committee





HAMILTON  
PLACE  
THEATRE

Box 2080, Station A  
Hamilton, Ontario  
Canada L8N 3Y7  
Tel. 416/525-3100

FROM: Thomas B. Burrows  
Director, Hamilton Place

DATE: September 27, 1989

FOR: ACTION XX INFORMATION \_\_\_\_\_

TO: Hamilton Place Committee XX  
HECFI Executive XX  
HECFI Board XX

SUBJECT: Agreement with Hamilton Musicians' Guild, A.F. of M.,  
Local 293 - for the Period September 1, 1988 through  
August 31, 1990

RECOMMENDATION:

That the negotiated agreement (attached) be approved and forwarded to the HECFI Executive Committee with a recommendation that the Board be asked to ratify the agreement at its next meeting.

BACKGROUND:

The critical financial consideration in this agreement is to retain the low guaranteed payment provision achievement in 1987 which will continue to be \$100,000 for the two-year period of this agreement.

Rates for rehearsals and performances are, historically, appreciably lower in Hamilton than other venues such as O'Keefe Centre and Roy Thompson Hall. The recommended annual increase in rates is approximately 5% and was agreed to with the proviso that there will be no increase to the pension fund benefit for the next two years. Two per cent had been requested.

I recommend this negotiated settlement - which has the prior approval of the Hamilton Musicians' Guild - as the most favourable agreement possible to achieve at this time.

Thomas B. Burrows  
Director, Hamilton Place

ATTACHMENT 4.1

MUSICIANS' GUILD AGREEMENT

September 28, 1989

AGREEMENT made in duplicate this 1st. day of September. 1988  
in the City of Hamilton, Province of Ontario.

BETWEEN,

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.  
Hamilton, Ontario.

L8P 1H3

Hereafter called "Hamilton Place".

AND

THE HAMILTON MUSICIANS' GUILD, Local 293  
of the American Federation of Musicians,  
of the United States and Canada.

Hereafter called "The Guild".

In consideration of the conditions hereinafter set forth, the  
parties hereto agree each with the other as follows.

ARTICLE 1.

DEFINITION OF TERMS

- 1.A. "Member" means a member in good standing of the American Federation of Musicians of the United States and Canada.
- 1.B. "Local Member" means a member in good standing of Local 293, A.F. of M., holding a paid up membership card.
- 1.C. "Minimum Basic Fee" means the minimum fee payable under the terms of this agreement to a "Local Member" or "Members" for services rendered as provided herein including rehearsal fees and other applicable fees but excluding any fees negotiated at rates higher than those payable hereunder.
- 1.D. "Sideman" means a musician other than the Conductor, Contractor or Concert Master, performing as an instrumentalist in an orchestra.
- 1.E. "Orchestra" means two or more musicians selected and engaged by the Contractor on behalf of Hamilton Place to perform as an ensemble.

GENERAL CONDITIONS OF THIS AGREEMENT

- 2.A. Hamilton Place does hereby agree that it will only engage or permit the engagement in its establishment of orchestras, bands or musicians who are members of the American Federation of Musicians of the United States and Canada unless otherwise agreed to by the Guild.
- 2.B. It is understood and agreed that Hamilton Place will not permit recordings or other mechanical devices producing music to be used for dances held in its establishment, or as a background for, accompaniment of, or in connection with any live performance except with the explicit permission of, and on such conditions as may be imposed by the Guild.
- 2.C. Hamilton Place agrees that with the exception of Pamphlet B Engagements, symphony concerts and musicians permanently working with an attraction, all musicians required to accompany attractions performing in the Great Hall will be engaged through a "Local Member". Such "Local Member" shall be known as the Contractor and shall be appointed as Contractor by the management of Hamilton Place.
- 2.D. Hamilton Place agrees that when a "Local Member" contracts musicians for any function which takes place in the Great Hall (whether produced by Hamilton Place or otherwise) Hamilton Place will be the employer of the musicians contracted, signing an A.F. of M. Form B contract with the Contractor and accepting responsibility for payment of same.
- 2.E. Contingent on the conditions outlined below, Hamilton Place agrees to a guaranteed minimum expenditure in the amount of one hundred thousand dollars to be paid to "Local Members" engaged through local Contractor, for services rendered as instrumental performers or in any form of service covered by this agreement and within the term herein specified as the termination date of this agreement. Hamilton Place agrees to cover 100% of any short fall in the guaranteed minimum expenditure by direct payment to the Hamilton Musicians Guild.
- 2.F. In the event that the performance of any of the covenants of this agreement on the part of the Hamilton Entertainment and Convention Facilities Inc. or the Hamilton Musicians Guild shall be prevented by act of God, physical disability, the acts or regulations of public authorities or labour unions, labour difficulties, strike, civil tumult, war, epidemic or delay of transportation service, ban or unfair listing of the American Federation of Musicians, or other cause or force majeure beyond their or its reasonable control, the guaranteed minimum expenditure referred to in Article 2.E. above shall be reduced by \$136.98 for each day of forced closure.
- 2.G. A concert master who shall be the principal violinist shall be employed on all engagements where five (5) or more strings are used, including string bass, and shall be responsible for marking the bowing and shall receive a fee as outlined in the schedule of fees of this agreement.



- 2.H. On all rehearsals whether for weekly or single engagements, there shall be an intermission of not less than eight (8) minutes per hour; such intermission shall not be taken in the first half hour, or the last half hour of the scheduled rehearsal and no rehearsal shall continue for more than one and one half hours without an intermission.
- 2.I. The minimum basic fee for services rendered under the terms of this agreement shall be as set out in Article 4. of this agreement which is the Schedule of Fees and Article 5. which is the doubling regulations.
- 2.J. || Effective September 1, 1988 Hamilton Place shall contribute an amount equal to 7% of the minimum basic fees for all services of musicians covered by this agreement (including overtime) to the American Federation of Musicians and the Employees Pension Plan Welfare Fund (Canada) created pursuant to agreement and declaration of trust dated April 9, 1962. Such contributions shall be made payable to the AFM-EPW Pension Fund (Canada) and mailed to the Hamilton Musicians Guild, 20 Jackson Street West, Suite 408, Hamilton, Ontario. L8P 1L2.
- For the purposes of this section, musicians minimum fees means fees for services and time provided to Hamilton Place but exclusive of money paid by Hamilton Place for expenses such as per diem allowance, travel expense or that part of a negotiated fee which exceeds the schedule of fees outlined in this agreement.
- 2.K. When two performances or a rehearsal and a performance are held on the same day, there shall be a meal break of at least one and one half hours between the dismissal of the first service and the call time for the second service failing which each musician will be supplied with a catered meal on the premises or paid an additional eight dollars (\$8.00).
- 2.L. It is understood and agreed that all fees set out in this agreement are minimum basic fees and that "Local Members" and "Members" shall always have the right to negotiate with the Contractor and the Contractor shall always have the right to negotiate with Hamilton Place for compensation in excess of the said minimum fees.
- 2.M. As the musicians engaged under the stipulations of this agreement are "Members" or "Local Members", nothing in this agreement shall ever be construed so as to interfere with any obligation they may owe to the American Federation of Musicians as members thereof.

SCHEDULE OF FEES

- 4.A. SINGLE ENGAGEMENTS - The minimum fee for single engagements shall be for performances of three (3) hours or less (with the exception of ballet, which shall be for the length of the performance) and shall be not less than the following.

|                           | <u>Effective<br/>Sept. 1/88</u> | <u>Effective<br/>Sept. 1/89</u> |
|---------------------------|---------------------------------|---------------------------------|
| Per Sideman               | \$ 79.50                        | \$ 84.00                        |
| Concert Master            | \$ 111.00                       | \$ 117.50                       |
| Non-performing Contractor | \$ 111.00                       | \$ 117.50                       |
| Performing Contractor     | \$ 140.00                       | \$ 148.50                       |

- 4.B. WEEKLY ENGAGEMENTS - The minimum fee for weekly engagements shall be for performances of three hours or less (with the exception of ballet, which shall be for the length of the performance). There may be seven performances or less plus one three hour rehearsal, or eight performances and the minimum fee shall be not less than the following.

|                           |           |           |
|---------------------------|-----------|-----------|
| Per Sideman               | \$ 534.00 | \$ 568.00 |
| Concert Master            | \$ 735.00 | \$ 779.00 |
| Non-performing Contractor | \$ 735.00 | \$ 779.00 |
| Performing Contractor     | \$ 979.00 | \$1037.00 |

- 4.C. REHEARSALS - The minimum fee for rehearsals shall be for rehearsals of three (3) hours or less and shall be not less than the following.

|                           |           |           |
|---------------------------|-----------|-----------|
| Per Sideman               | \$ 62.50  | \$ 67.50  |
| Concert Master            | \$ 77.00  | \$ 83.00  |
| Non-performing Contractor | \$ 77.00  | \$ 83.00  |
| Contractor                | \$ 102.00 | \$ 110.00 |

- 4.D. OVERTIME - (Rehearsal or Performance)

|                                |                    |          |
|--------------------------------|--------------------|----------|
| Per Sideman .....              | Per ½ Hr. \$ 6.25  | \$ 6.75  |
| Concert Master.....            | Per ½ Hr. \$ 7.80  | \$ 8.40  |
| Non-performing Contractor..... | Per ½ Hr. \$ 7.80  | \$ 8.40  |
| Performing Contractor .....    | Per ½ Hr. \$ 10.25 | \$ 11.00 |

- 4.E. CONDUCTORS - If a Local Conductor is required, his minimum basic fee shall be no less than the total fee set out above for a Performing Contractor.

- 4.F. PIANO NOBILE

|                         | <u>4 Hours</u> | <u>5 Hours</u> |
|-------------------------|----------------|----------------|
| Single Performers ..... | \$ 75.00       | \$ 85.00       |
| <u>GROUPS</u>           |                |                |
| Leader .....            | \$ 78.00       | \$ 82.00       |
| Sideman .....           | \$ 63.00       | \$ 66.00       |

DOUBLING

5.A. The following doubling by an instrumentalist is permitted without payment of any additional fee:

- (1) piano and celeste when furnished by Hamilton Place
- (2) any two of the clarinet family other than bass clarinet or Eb clarinet
- (3) any two of the saxophone family other than bass saxophone
- (4) any two of the flute family (except piccolo)

5.B. With the exception of the authorized doubles set out in Article 5.A., an instrumentalist playing any additional instrument, whether during rehearsal or performance, shall be paid in addition to his/her minimum basic fee, an amount equal to 40% of the minimum basic musicians fee for the engagement for the first double, and 25% for the second double, and 15% for each subsequent double.

5.C. Instruments that a percussionist may be required to play are divided into four sections as follows.

SECTION 1 - DRUM SET

- (A) Snare Drum
- (B) Bass Drum
- (C) Cymbals
- (D) Tom-Toms
- (E) Accessories of a non-chromatic or non-keyboard nature.

SECTION 2 - TYMPANI - and accessories of a non-chromatic or non-keyboard nature.

SECTION 3 - LATIN DRUMS

- (A) Bongos
- (B) Conga
- (C) Timbales
- (D) Accessories of a non-chromatic or non-keyboard nature.

SECTION 4 - MALLET & KEYBOARDS

- (A) Orchestra Bells
- (B) Chimes
- (C) Xylophone
- (D) Vibraphone
- (E) Marimba
- (F) Accessories of a non-chromatic or non-keyboard nature

NOTE: Permissible doubles in Section 4 - any two of (A), (B), (C), (D), (E). With the exception of (F), each additional instrument in this section beyond two shall be a double.

A percussionist must be contracted for one of the four sections and must be informed by the Contractor or Leader prior to the engagement. A percussionist may be required to play any or all of the instruments covered by the section for which he/she was engaged (except as noted in Section 4) without being paid a double. When he/she plays an instrument or instruments in one other section, doubling fees shall apply for each additional section.

ACCESSORIES TO INCLUDE ONLY:

Tamborine, Shaker, Cowbell, Triangle, Wood block, Claves, Maracas and similar small hand percussion.



HAMILTON  
PLACE  
THEATRE

Box 2080, Station A  
Hamilton, Ontario  
Canada L8N 3Y7  
Tel. 416/525-3100

FROM: Thomas B. Burrows  
Director, Hamilton Place

DATE: September 28, 1989

FOR: ACTION XX

INFORMATION                     

TO: Board XX

Committee                     

RECOMMENDATION:

That Innovative Programming Reserve funds be applied to shortfalls in three areas of student programming: 1) school programmes in the Studio Theatre, 2) the annual high school musical, and 3) New Faces.

BACKGROUND:

The Innovative Programming Reserve fund now stands at \$21,000. There have been no draws against it as yet this year. The Hamilton Place Committee advises that these funds be applied, as in the past, toward student and educational programming. Current projects needing subsidy are: 1) School Programming, with a current shortfall of \$12,800, 2) the annual high school musical, with a current shortfall of \$3800, and 3) New Faces, with a current shortfall of \$1567.



ATTACHMENT 4.4

INSTALLATION OF DOORS BETWEEN  
COMMONWEALTH SQUARE AND PIANO NOBILE

September 28, 1989



HAMILTON  
PLACE  
THEATRE

Box 2080, Station A  
Hamilton, Ontario  
Canada L8N 3Y7  
Tel. 416/525-3100

FROM: Thomas B. Burrows  
Director, Hamilton Place

DATE: September 26, 1989

FOR: ACTION XX

INFORMATION \_\_\_\_\_

TO: Hamilton Place Committee XX  
HECFI Executive XX  
HECFI Board XX

SUBJECT: Management Recommendation Regarding Installation  
of Doors Between Piano Nobile and Commonwealth Square

RECOMMENDATION:

That Proposal #2, attached, tendered by Whyte and Braniff, be considered for approval and forwarded to the HECFI Executive Committee with the Hamilton Place Committee's Endorsement; that the Hamilton Place Capital Improvement Surcharge be suggested as the funding source.

BACKGROUND:

The desirability and need for an access to Commonwealth Square has been previously recognized and discussed. Interest in accomplishing this has been expressed by Chairman McCulloch and a recent use of Commonwealth Square during Omni '89 has reinforced interest in appropriate uses of this City space.

Mr. J. Krochak of City Purchasing has solicited bids and discussed the project with Mr. Burrows and Mr. Elder.

Total cost of fabricating and installing doors: \$7650.00.

There will be a small cost for installation of a necessary exit sign and intensified lighting which has yet to be finalized.

Hamilton Place would use the area extensively from June through mid-September as an extension of the Piano Nobile.

Thomas B. Burrows  
Director, Hamilton Place

|                          |                                      |
|--------------------------|--------------------------------------|
| FROM<br><i>J Krochak</i> | DEPARTMENT<br><i>Purchasing</i>      |
| <i>Tom Burrows</i>       | DATE<br><i>Aug. 3/89</i>             |
|                          | SUBJECT<br><i>MEZZANINE ENTRANCE</i> |

MESSAGE

*Enclosed are proposals received.*

|                  |         |                    |         |
|------------------|---------|--------------------|---------|
|                  | (1)     | (2) <sup>730</sup> | (3)     |
| WHYTE & BRANNIFF | 3850. - | 7650. -            | 5165. - |
| AFG GLASS        | 4395    | 8530               | 5795. - |

*If any of the above is acceptable please advise and send an electronic requisition.*

*Would you please advise Jim Elder also that to replace the wood joint handker to approx 20 ft. on the first floor would cost approx 19,000.00 in materials & by the way.*

*In consultation with Jim Elder am recommending alternative (2) - Whyte and Branniff to Hamilton Committee*

REPLY FROM

DATE

# Whyte & Braniff Glass Ltd.

323 HILTON DRIVE • STONEY CREEK, ONTARIO L8E 2N4 • PHONE 561-3535  
FAX: 662-5325

## FACSIMILE COVER SHEET

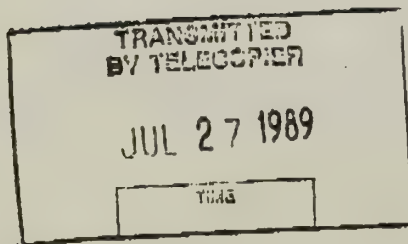
To: Corp City of Hamilton

Attention: John Koschek Purchasing

From: Ed Lockhart

Message: Re Hamilton Place.

We requested 3 proposals  
for Entrancesways  
attached



*Regards  
af*

We are transmitting 6 pages including this sheet



HAMILTON PLACE

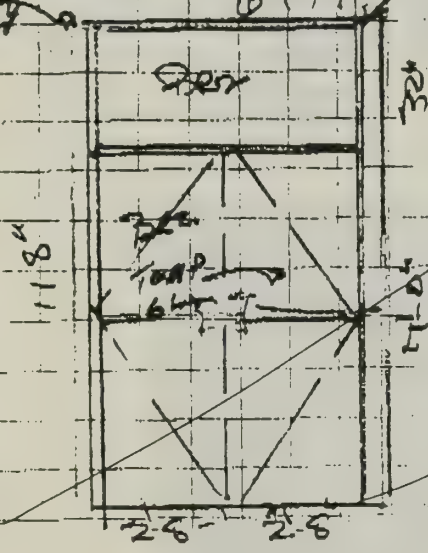
JULY 27, 1989

Proposal #1

EXISTING CURTAIN WALL

EXISTING CURTAIN WALL

Supply & Install



GRALED  
322. #40  
452 FLUSH LINE  
#1068 DRR.  
STD CLOSER, EXPOSED  
1 1/2 IN. BUTTS -  
PANIC DEVICE  
DOOR HOLD-OPEN  
NO CYLINDERS -  
THRESHOLD

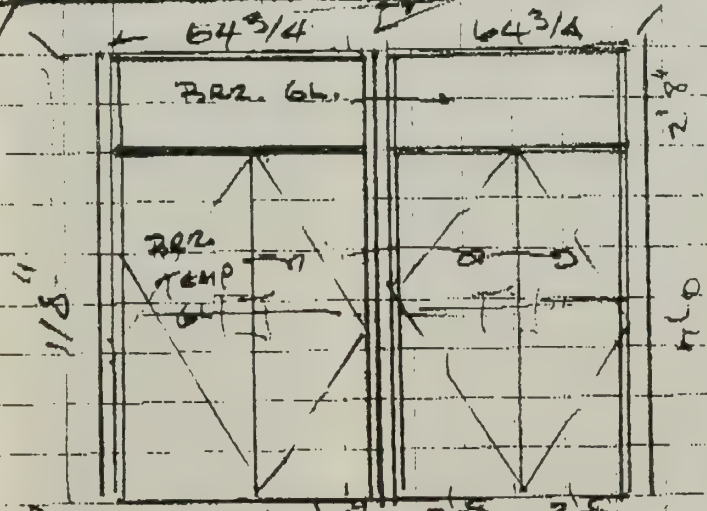
FOR THE SUM OF  
\$3850.00.  
ALL TAXES  
INCLUDED

1 Reg'd

Proposal #2

EXISTING CURTAIN WALL

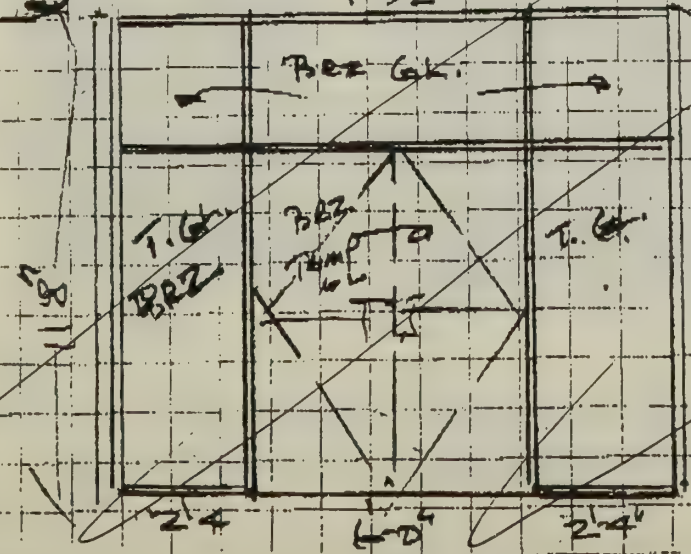
Recommended by Management



SAME AS  
ABOVE  
FOR THE SUM OF  
\$7650.00  
ALL TAXES FULL

Proposal #3

EXISTING CURTAIN WALL



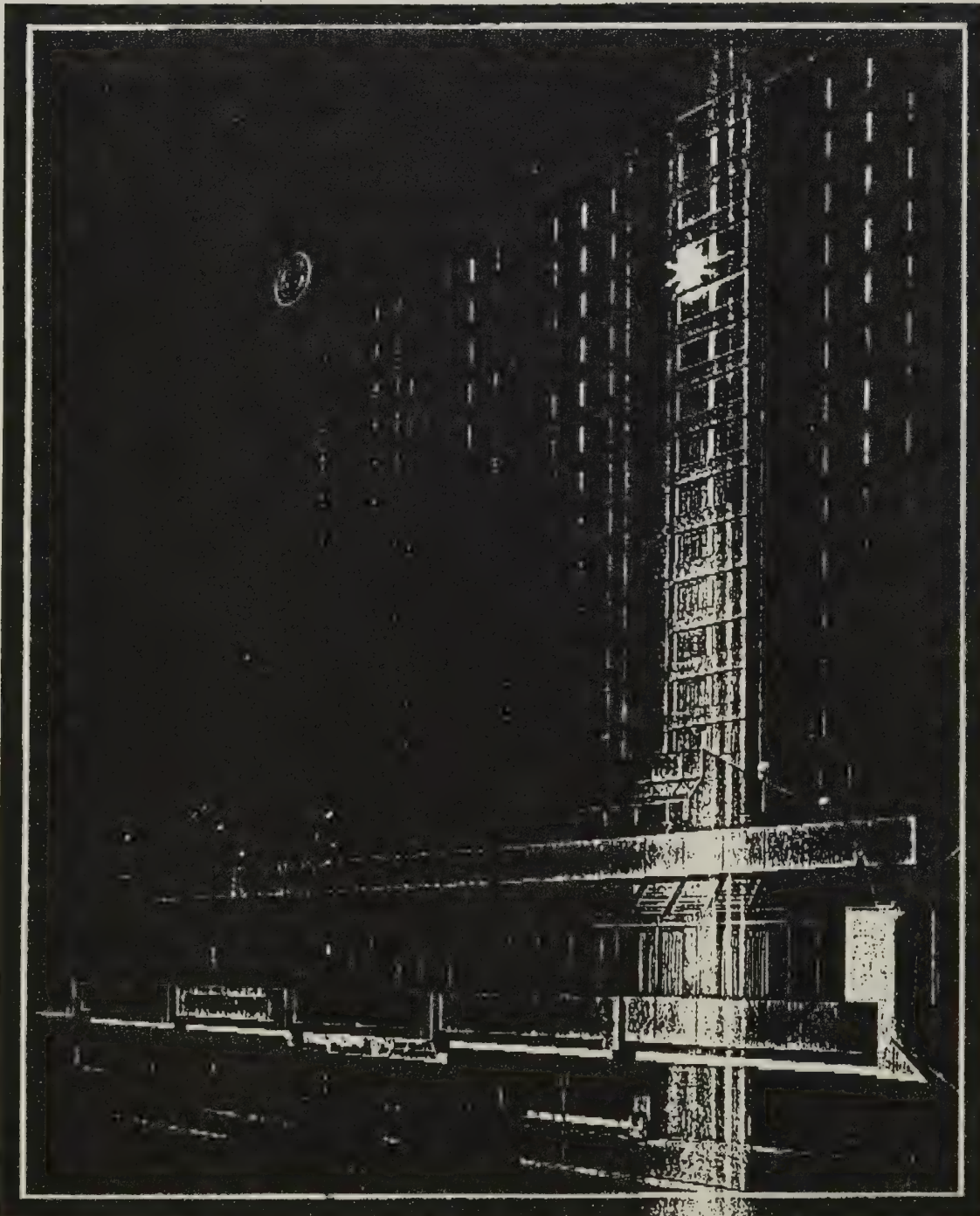
SAME SPEC  
AS ABOVE  
FOR THE SUM OF  
\$5165.00  
ALL TAXES  
INCLUDED

1 Reg'd



VOL. 1 NO. 1  
1986

# ARCHITECTURAL ALUMINUM CO. LTD.



Sheraton Hamilton, 116 King St. West, Hamilton, Canada

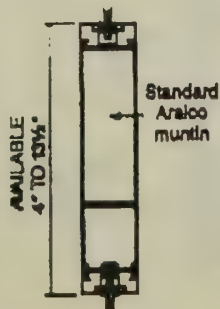
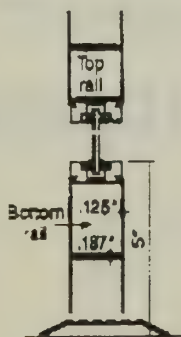
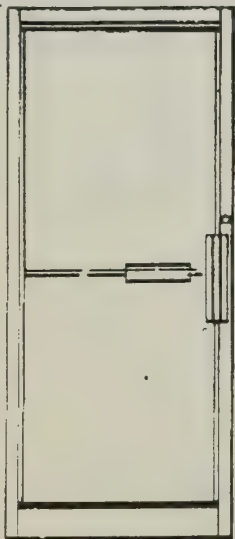
MANUFACTURER OF ALUMINUM PRODUCTS  
FOR COMMERCIAL AND INDUSTRIAL APPLICATIONS



# **DOORS**

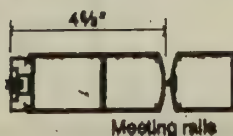
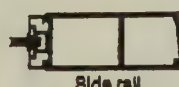
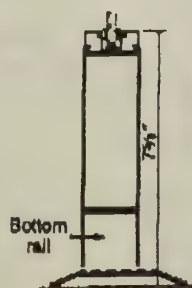
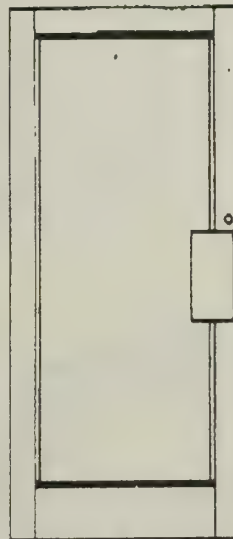
## SERIES 7068

- 1 1/2" Thick Door with a narrow stile.
- Suitable for most applications.
- Takes various types of hardware.



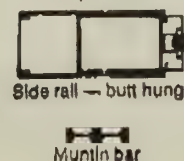
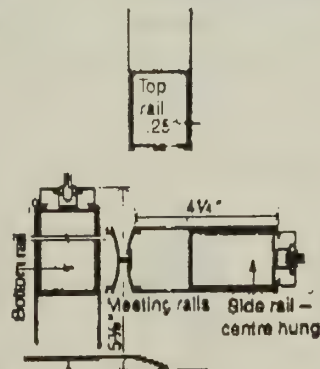
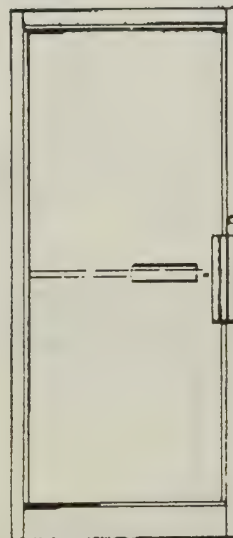
## SERIES 7068 w.s.

- Door as above but built with a wide 4" stile for extra heavy wear.
- Many hardware combinations available.



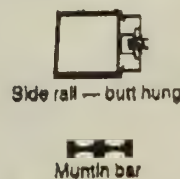
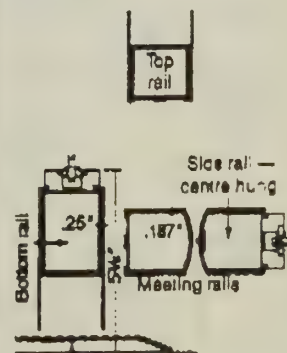
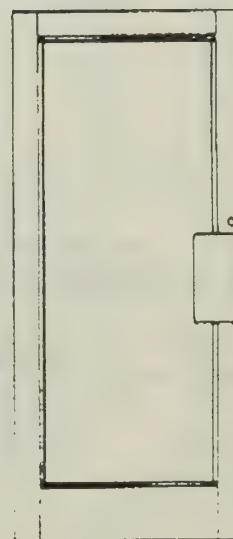
## SERIES 7069

- 2" Thick door with a narrow stile.
- Thick heavy duty sections for rugged wear.
- Usual hardware options available.



## SERIES 7069 w.s.

- 2" Door with wide 4" stile.
- Heaviest toughest door available.
- Many hardware packages possible.



## STANDARD DOOR SIZES.

- 3'-0" x 7'-0" \_\_\_\_\_ Single Door
- 3'-6" x 7'-0" \_\_\_\_\_ Single Door
- 5'-0" x 7'-0" \_\_\_\_\_ Double Doors
- 6'-0" x 7'-0" \_\_\_\_\_ Double Doors

# ARALCO DOOR CONSTRUCTION



## DOORS ARE AVAILABLE:

- Single Acting: Butt Hung
- Single Acting: Centre Pivot
- Double Acting: Centre Pivot

Pivots are adjustable to compensate for wear

## DOOR PACKAGE INCLUDES:

- Standard Push & Pull Hardware
- Maximum Security Lock
- Snap on Square Glazing Stop
- 4" Extruded Threshold
- Butt Hinges or Pivots
- Flush Bolts on Inactive Leaf of Pair

Hinge Backup Channel is Screwed to Side Rail on Narrow Stile Doors. In Wide Stile Doors It is Screwed & Welded.

4 1/4" Steel Hinge One Pair for Each Door Leaf

Alum. Plate Fastened to Side Rail Holds Bottom Rail in Correct Position

3/4" Rod Connected to Both Side Rails Holds Bottom Rail in Slight Compression

Weld Between Bottom & Side Rails for Extra Strength

DOOR CORNER SECTION

CUTAWAY OF CORNER OF DOOR (Glass Stops & Glass Omitted for Clarity)

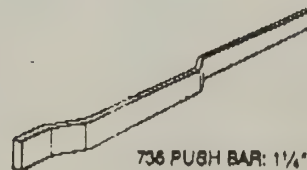
## HARDWARE



RIM LATCH 900



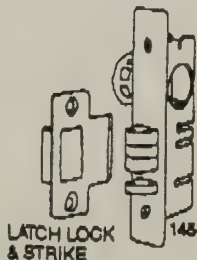
CONCEALED VERTICAL ROD 200



736 PUSH BAR: 1 1/4" HIGH



MAXIMUM SECURITY 1850-A



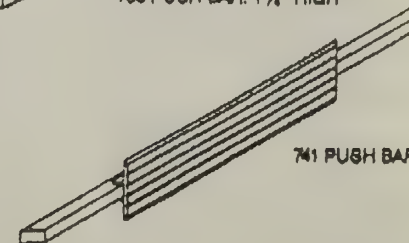
LATCH LOCK & STRIKE 1480



HANDLE



742 PULL HANDLE 3" 9" TALL



741 PUSH BAR 3"



5450 THUMB TURN



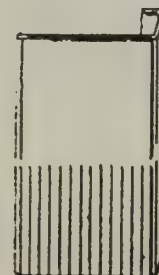
FLUSH BOLT 6206



FINGERGUARD 372



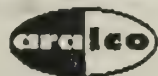
600 WEATHERSTRIP



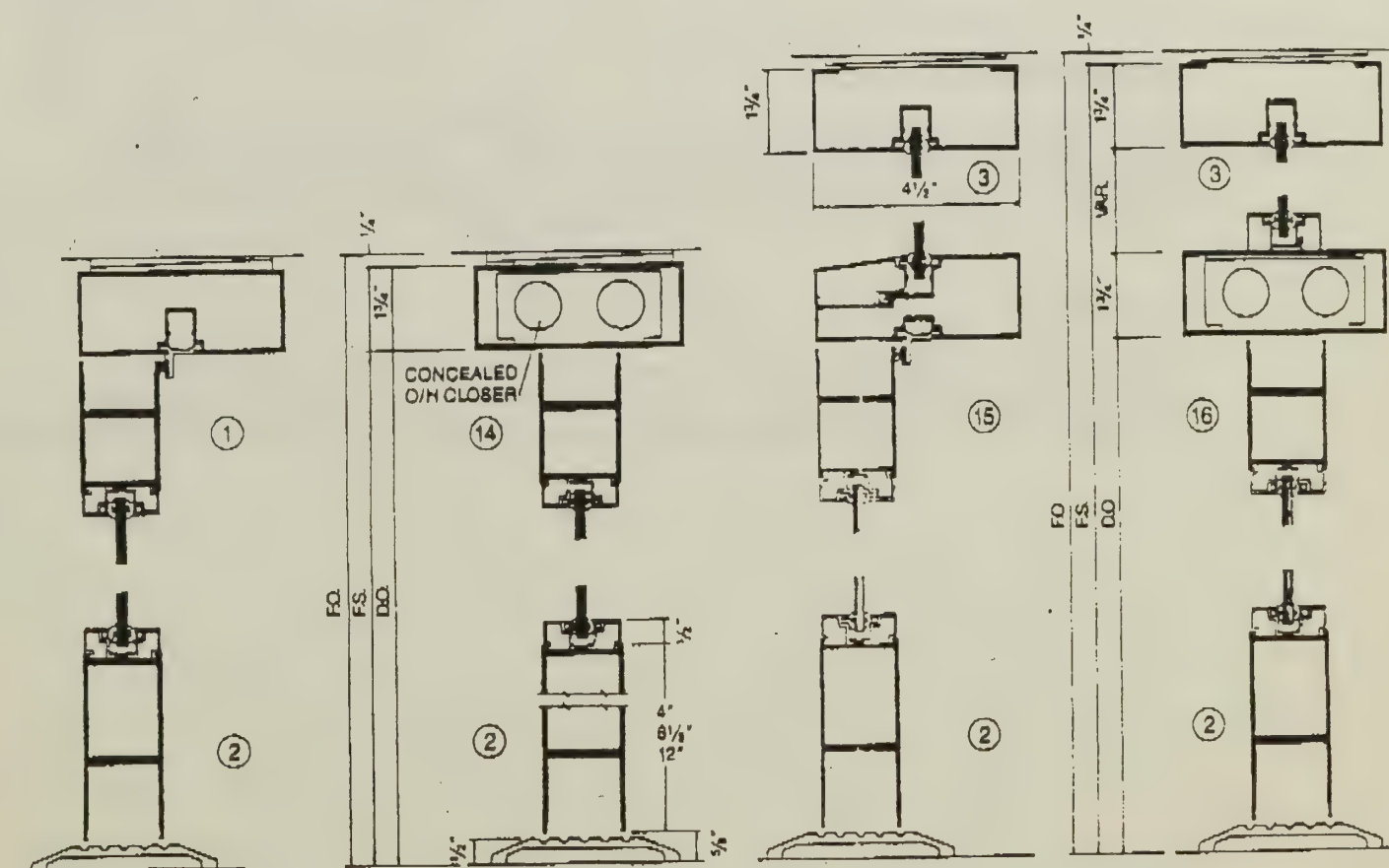
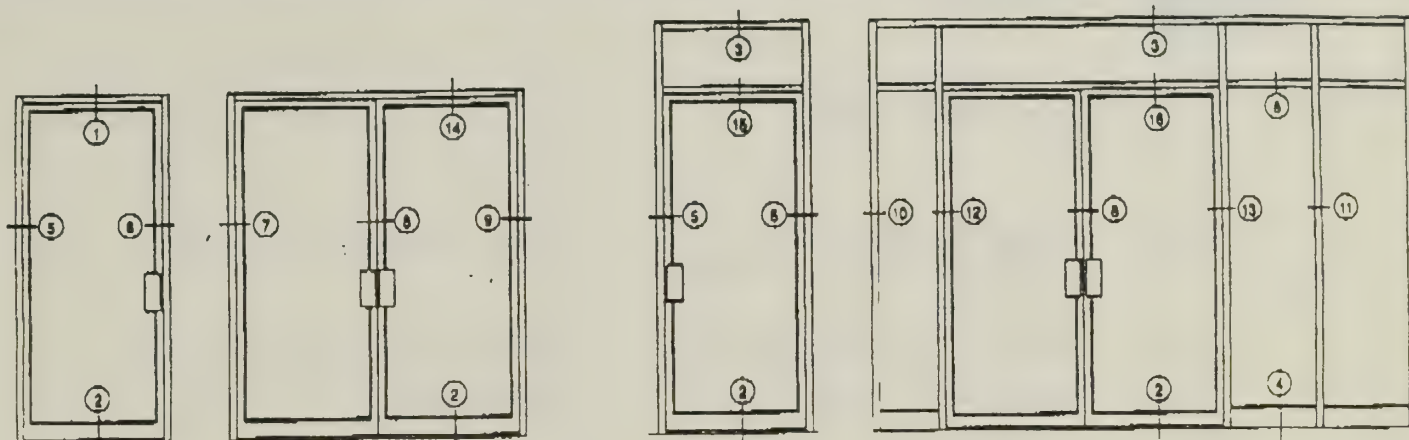
762 PULL HANDLE 7" 12" TALL WITH OR WITHOUT GROOVES

FINISHES AVAILABLE  
CLEAR ANODIZED  
HARD COLOUR





# 452 FLUSH FRAMES



SIDELIGHT BASE

SIDELIGHT BASE

BILL



HAMILTON  
PLACE  
THEATRE

Box 2080, Station A  
Hamilton, Ontario  
Canada L8N 3Y7  
Tel. 416/525-3100

FROM: Thomas B. Burrows  
Director, Hamilton Place

DATE: September 28, 1989

FOR: ACTION XX

INFORMATION                     

TO: Board XX

Committee                     

RECOMMENDATION:

That, subject to obtaining detailed information and verifying that proper tendering procedures are undertaken, a new hot water tank be purchased for Hamilton Place, source of funding to be suggested by the Executive Committee.

BACKGROUND:

The Central Utilities Plant advised that the hot water tank that supplies all the hot water in Hamilton Place is in need of replacement at a cost of \$15,000. The present tank has worn out and is not repairable.

ATTACHMENT 4.35

NEW FACES '89 -

FINAL REPORT

September 28, 1989

To: Tom Burrows  
From: David Dayler  
Re: NEW FACES '89  
FINAL REPORT  
Date: September 13, 1989



Date: September 14 , 1989  
To: Tom Burrows  
From: David Dayler  
Re: Final Report -NEW FACES SUMMER PROGRAMME

The summer programme for 1989 was indeed a successful venture. We had planned on 15 performances at the Player's Guild but had to add 2 additional performances due to demand for tickets. With both the production of **BLITZ HITS** and **ROCK AROUND THE CLOCK** we had to turn away many who requested tickets . In our last week of performances we had to turn away over 100 ticket requests because we simply could not accommodate them.

We had initially hoped to realize \$ 4,500.00 from our work at the Players Guild but as a result of this successful run we actually realized \$ 7,340.00.

The figure of \$ 7,340.00 is exactly one half of the door receipts for the summer performances thus making the total box office receipts \$ 14,680.00.

Our agreement with the Players Guild has been a 50/50 split of the door receipts. I feel this is simply too high when you consider they do little other than provide the space. A 50 % split is a very high theatre rental indeed. I would like your advice as to how we might re negotiate this more in our favour for summer 1990 if we are to return to this space.

Since the Players Guild did install the air conditioning this year I think we are committed to returning for one more summer but I really would like to re negotiate our financial arrangement and I would like to seriously consider running our first show , early in July , in the Studio Theatre.

We did compile a rather extensive mailing list this summer and found that many of those attending our shows are repeat patrons. Most were extremely happy to see that we were preparing a mailing list so that they would not miss out on any further productions.

I have started to think about a possible season for 1990 and will have a proposal to you for your approval in the next month.

## STATEMENT OF REVENUE AND EXPENDITURES - NEW FACES 1989

**REVENUE**

|                                                            |                    |
|------------------------------------------------------------|--------------------|
| CORPORATE AND PRIVATE DONATIONS                            | \$ 3,100.00        |
| PLAYER'S GUILD DOOR SALES                                  | 7,340.00           |
| PROVINCIAL GRANT                                           | 1,794.00           |
| FEDERAL S.E.E.D. PROGRAMME                                 | 12,427.00          |
| <b>TOTAL REVENUE</b>                                       | <b>\$24,661.00</b> |
| OUTSTANDING REVENUE<br>(OMNI conference, CHIEFS OF POLICE) | 1,000.00           |
| <b>ACTUAL REVENUE</b>                                      | <b>\$25,661.00</b> |

**EXPENDITURES**

|                          |                    |
|--------------------------|--------------------|
| SALARIES                 | \$17,458.50        |
| HONORARIA -VOCAL         | 1,000.00           |
| -INSTRUMENTAL            | 1,000.00           |
| -DIRECTOR/PRODUCER       | 6,000.00           |
| COSTUMES                 | 500.00             |
| PROPS                    | 300.00             |
| MISCELLANEOUS            | 528.64             |
| RECEPTION                | 225.00             |
| MOVING                   | 216.00             |
| <b>TOTAL EXPENDITURE</b> | <b>\$27,228.14</b> |
| <b>LOSS</b>              | <b>\$ 1,567.14</b> |

(Please see next page for explanation re loss )

3.

Anticipated revenue which we **did not receive** but had expected for summer 1989

|                       |             |
|-----------------------|-------------|
| ENNIS PAIKIN STEEL    | \$ 1,500.00 |
| GERITOL FOLLIES       | 2,000.00    |
| THE CONNAUGHT HOTEL   | 900.00      |
| SHERATON HOTEL        | 900.00      |
| THE ST.GEORGE PROJECT | 1,600.00    |

TOTAL \$ 6,900.00

If we had received this funding we would now be showing a profit of \$ 5,332.86

Please note:

I am going to ask the Parents Support Group for a donation of \$ 1,000.00 and I am going to approach Geritol Follies for a donation of \$ 567.14 in order to eliminate our deficit .

I cannot guarantee that I will get these donations but I intend to try.

ATTACHMENT 6

ASSISTANT DIRECTOR, HAMILTON PLACE -  
REPORT

September 28, 1989



## MEMORANDUM

September 25, 1989

TO: Tom Burrows

FROM: Robert Ellison

SUBJECT: Assistant Director's Report

### 1. Audience Development - School Programming

Material has now been sent to 500 schools in a thirty-mile radius of Hamilton advising them of our programming for their students this season. Orders are now being taken for the fall shows which include THE FUNLAND BAND, KIM AND JERRY BRODEY, THE GHOSTLY HOUR and THE ROBERT MINDEN ENSEMBLE.

### 2. Banner Replacement

The Tender Call for the replacement of the Great Hall banners will go out this week with the deadline for bids set for October 13, 1989.

### 3. Roof Replacement

City Council is expected (on Tuesday, September 26th) to approve the recommendation to release the final holdback of \$19.01 to Schreiber Bros., for the work on the roof.

### 4. Hot water tank replacement

The Central Utilities Plant advised me that the hot water tank that supplies all the hot water in Hamilton Place is in need of replacement at a cost of \$15,000. The present tank has worn out and is not repairable. A final quote should be available shortly in order to make a formal recommendation on this expenditure.

### 5. Marquee

The City's Purchasing Department sent out specifications to twenty-seven North American companies to obtain tenders for the new marquee. Three quotes were received but only one qualified for consideration. This was from Frid Construction Company Limited for \$798,000. They would take 210 working days to complete the project.

The two additional quotes that were received came from:

Richard and B. A. Ryan Limited, Toronto \$ 840,000

This company would take 250 working days to complete this project.

Claude Neon Limited, Toronto \$ 339,764

This company would be able to install the sign only within 60 working days. They would not quote on the canopy.

Tom Bradley and Burton Kramer recommend that a revised tender call be issued which would give the sign companies and general contractors the option to bid on either the sign or the canopy or both. This approach can be made this week with a deadline set for the end of October for bids.

ATTACHMENT 10

CORRESPONDENCE

September 28, 1989



THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

Office of the Clerk  
119 King Street West, 15th floor  
Hamilton, Ontario

526-4154

Mailing Address:  
P.O. Box 910, Hamilton, Ontario  
L8N 3V9

September 20, 1989

Refer to File No.

Attention of

Your file No.

Ms. Pat Bennett  
Hamilton Entertainment and  
Convention Facilities Inc.  
101 York Boulevard  
Hamilton, Ontario  
L8R 3L4

Dear Ms. Bennett:

Re: Economic Development and Planning Committee  
Report 14-89, Item 3

At the regular meeting of Regional Council held Tuesday, September 19, 1989, the following recommendation was concurred in:

3. Report on Attendance at the Canadian Executives Conference - August 27-30, Winnipeg, Manitoba

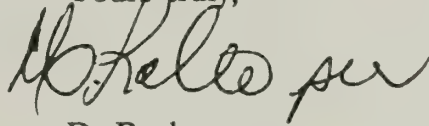
**Your Committee Recommends:**

- i) That the Region continue to attend the Canadian Association Executives Conferences held in Canada.
- ii) That we support the committee comprised of individuals from organizations (such as hotels, H.E.C.F.I., attractions, local chapter of CSAE, etc.) for the hosting conferences being held in Hamilton, in order that we can ensure the success of the 1990 conference.
- iii) That our 1990 budget reflect our desire to make this conference a great success.
- iv) **That this report be forwarded to the H.E.C.F.I Board to consider if a popular act can be in place at Hamilton Place as entertainment for the convention.**



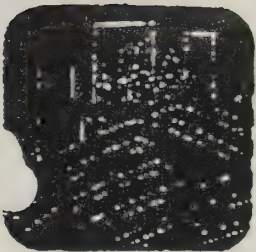
Kindly ensure that this item is placed on the appropriate Agenda and if you require any assistance from our office, please don't hesitate to contact us.

Yours truly,

A handwritten signature in dark ink, appearing to read "D. Beck per". The signature is fluid and cursive, with the "per" written in a smaller, more legible script at the end.

D. Beck  
Acting Clerk

DB/mg  
Encl.



THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

Economic Development and Planning Committee

Freeway Steering Committee

Chairman - Councillor D. Ross

P.O. Box 910, Hamilton, Ontario L8N 3V9

REPORT TO: Economic Development and  
Planning Committee

Refer to File No.

FROM: Don Ross, Chairman

Attention of

DATE: September 7, 1989

Your File No.

SUBJECT: REPORT ON ATTENDANCE AT THE CANADIAN  
EXECUTIVES CONFERENCE  
AUGUST 27-30, WINNIPEG, MANITOBA

RECOMMENDATION:

1. That the Region continue to attend the Canadian Association Executives Conferences held in Canada.
2. That we support the committee comprised of individuals from organizations (such as hotels, H.E.C.F.I., attractions, local chapter of CSAE, etc.) for the hosting conference being held in Hamilton, in order that we can ensure the success of the 1990 conference.
3. That our 1990 budget reflect our desire to make this conference a great success.
4. Pass onto the H.E.C.F.I. Board to see if a popular act can be in place at Hamilton Place during this convention and have them do a show for the convention.

BACKGROUND:

The Association Executive is responsible to locate cities in which to hold their various conventions and conferences. This year's conference was held in Winnipeg and was attended by approximately 400 + delegates, along with spouses and children. This conference was attended by representatives from all parts of Canada.

Greater Hamilton participated in this conference with a booth and a theme. "Soaring into the 90's". Our people were dressed in flight uniforms to complement the booth.

We were very visible with our dress and our hosting of a reception before the windup gala.

5.4.1

Hamilton Place Committee Minutes of August 24, 1989





HAMILTON PLACE COMMITTEE

August 24, 1989

REGULAR SESSION

PRESENT: Mr. F. DeNardis, Acting Chairman  
Alderman H. Merling  
Mrs. M. Dow  
Mr. W. Tidball  
Alderman T. Jackson

ALSO PRESENT: Mr. G. Macaluso  
Mr. T. Burrows  
Mr. R. Ellison  
Mr. J. Leuser  
Ms. M. Webb  
Mr. B. Cripps  
Mr. D. Watkins  
Mrs. M. Taylor

REGRETS: Alderman W. McCulloch

1. CHAIRMAN'S REMARKS

Mr. DeNardis called the meeting to order at 8:15 a.m.

1.1 REPORT OF THE IN CAMERA MEETING

- THAT THE IN CAMERA MINUTES OF JUNE 29, 1989 BE APPROVED AS CIRCULATED.
- THAT THE STATUS REPORT ON ADVANCE BOOKINGS/CONTRACTS BE RECEIVED FOR INFORMATION.
- THAT THE HAMILTON PLACE FINANCIAL & STATISTICAL REPORTS FOR JUNE AND JULY 1989 BE RECEIVED FOR INFORMATION.
- THAT THE IN CAMERA SESSION OF THE HAMILTON PLACE COMMITTEE BE ADJOURNED AT 10:15 A.M.

2. MINUTES OF JUNE 29, 1989

MOVED by Mr. Tidball, seconded by Mrs. Dow  
THAT THE MINUTES OF JUNE 29, 1989 BE APPROVED AS CIRCULATED.  
MOTION CARRIED.

3. BUSINESS ARISING FROM THE MINUTES  
Nil.

4. DIRECTOR, HAMILTON PLACE - REPORT

Mr. Burrows reported that the theatre marquee project is progressing very well. A tender call is to go out on August 25 to 25 Canadian and American companies, closing on September 8. A recommendation will follow in about a week's time. A big celebration will be planned for the marquee "opening."

Mr. Burrows reported that Hamilton Place will soon become a smoke-free facility in its public areas, pending the arrival of appropriate signage to designate the smoking area, which will be the Box Office lobby only. Alderman Jackson pointed out that the no smoking policy extended to the Hamilton Place Board Room and to Hamilton Place Committee meetings.

Mr. Burrows commended Chairman McCulloch on his forward action regarding the marquee, the Commonwealth Plaza doors and tree removal.

5. MARKETING SERVICES REPORTS FOR JULY AND AUGUST, 1989

Mr. Burrows introduced Mary Webb, Manager of Marketing Services, and two of her assistants, Bryan Cripps and David Watkins, to the Committee. He welcomed the opportunity to better acquaint Committee members with the activity of the Publicity Department, and with the great amount of energy and detailed work that goes into promoting Hamilton Place events.

Ms. Webb reported that the soft market being experienced in Hamilton is a widespread phenomenon. Some reasons for this may be that summertime activities compete with ticket sales, patrons are becoming more selective with their entertainment dollar, increasing competition in the entertainment industry, popular and current attractions such as Les Misérables and Phantom of the Opera are attracting many ticket buyers at very high prices. She pointed out that although the most expensive seats are the first to sell at Hamilton Place, our lower price matinées and the half-price offer have been a very good incentive for "borderline" buyers. She noted that the half-price campaign for Sugar Babies and Chorus Line generated \$41,331 and represented 17% of the total box office revenue for these shows. She suggested that it might be a good idea to consider a low second balcony general price on future shows, as well as a concerted effort to increase group sales through lower package prices, as with the \$10 matinée price for Sugar Babies.

(Marketing Services, continued)

Ms. Webb also pointed out the desirability to coordinate planning and booking among the three HECFI facilities in order to work to the benefit of all three.

Mr. Burrows strongly urged all Committee members to read the Executive Summaries of two marketing studies which were included with his report. One of these, the Hamilton Place audience survey, is of special importance and significance to the Committee and relates directly to matters covered in Mary Webb's report.

After discussion regarding raising audience awareness both in and outside Hamilton, it was

MOVED by Alderman Merling, seconded by Mrs. Dow

THAT THE CEO SHOULD DIRECT STAFF TO BEGIN A PROMOTIONAL CAMPAIGN FOR THE ARTS IN HAMILTON THROUGH PERSONAL CONTACT WITH GROUPS, TOUR OPERATORS AND BUREAUS AND TO DETERMINE WAYS IN WHICH PUBLIC AWARENESS AND AUDIENCES MIGHT BE INCREASED.

MOTION CARRIED.

(Ms. Webb, Mr. Cripps and Mr. Watkins left the meeting at this point.)

6. ASSISTANT DIRECTOR, HAMILTON PLACE - REPORT

MOVED by Alderman Jackson, seconded by Mrs. Dow

THAT A RECOMMENDATION BE MADE TO THE BOARD OF DIRECTORS THAT THE REMAINING HOLDBACK TO SCHREIBER BROTHERS OF \$19 BE RELEASE TO THEM AT THIS TIME.

MOTION CARRIED.

MOVED by Mrs. Dow, seconded by Alderman Jackson

THAT THE REPORT OF THE ASSISTANT DIRECTOR OF HAMILTON PLACE BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

7. DIRECTOR OF FINANCE & ADMINISTRATION - REPORTS FOR JUNE AND JULY 1989

MOVED by Alderman Jackson, seconded by Mrs. Dow

THAT THE REPORTS OF THE DIRECTOR OF FINANCE & ADMINISTRATION BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

8.      **NEW BUSINESS**  
          Nil.
9.      **OTHER BUSINESS**  
          Nil.
10.     **DATE OF NEXT MEETING**  
          The next meeting of the Hamilton Place Committee  
          will take place on Thursday, September 28 at 8:00  
          a.m. in the Hmailton Place Board Room.
11.     **ADJOURNMENT**  
          MOVED by Mrs. Dow, seconded by Alderman Jackson  
          THAT THE REGULAR SESSION OF THE HAMILTON PLACE  
          COMMITTEE BE ADJOURNED AT 10:10 A.M.  
          MOTION CARRIED.

---

Frank DeNardis, Acting Chairman

---

Marsha Taylor, Secretary



5.5

Special Audit Committee Second Report





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

REPORT TO THE HECFI BOARD OF DIRECTORS  
OF THE SPECIAL AUDIT COMMITTEE  
MEETING OF OCTOBER 3, 1989

The Special Audit Committee presents its **SECOND** Report and respectfully reports for information:

1. HECFI Audit

It was agreed that Mr. Gabe Macaluso, Managing Director/CEO and Mr. John A. Leuser, Director of Finance and Administration, in consultation with Alderman John Gallagher and Mr. Webb McFarland, develop a draft Terms of Reference for the Comprehensive Audit and outline the need for a comprehensive audit; and that a special meeting of the Audit Committee be called to address same.

Note: Attached as **Schedule "A"** is letter dated August 28, 1989 from Mr. Michael Collyer of Pannell Kerr MacGillivray.

2. Correspondence - Internal Control

The Committee discussed the letter of March 31, 1989 from Pannell Kerr MacGillivray (attached herein as **Schedule "B"**), as a sample letter which gives a report on internal controls, etc. The Committee requested that in the future, HECFI receive the long form type of report on internal controls.

RESPECTFULLY SUBMITTED

*William Tidball / per Jmills*

WILLIAM TIDBALL, CHAIRMAN  
SPECIAL AUDIT COMMITTEE

*Jmills*

Joan Mills  
Committee Secretary

---

**Pannell  
Kerr  
MacGillivray**

---

**Chartered Accountants**

M.P.O. Box 679,  
4 Hughson Street South,  
Hamilton, Ontario L8N 3M5  
Telephone: (416) 523-7732  
Fax: 572-9333

---

Bruno K. J. Bragoli  
W. Michael Cashion  
Michael G. Collyer  
Colin C. Dalingwater  
John C. Dow  
Michael J. Hudson  
Richard J. Kelly  
William B. Stephenson

August 28, 1989

Mr. W. H. McFarland, R.I.A., C.G.A.,  
20 Holbrook Road,  
Hamilton, Ontario,  
L9C 2H2

HECFI Audit

Dear Webb:

This letter is a response to the request arising from the last audit committee meeting in which we were asked to examine the present audit process and suggest potential changes or enhancements to that process.

The Municipal Act and the Municipal Affairs Act govern the audit of a municipality and its local boards. HECFI is deemed to be a local board because it is consolidated with the financial statements of the City of Hamilton.

The auditor is required to make such examination as will enable the auditor to express an opinion on the financial statements. He is required to report to the Council, inhabitants and ratepayers. The report shall state whether in the municipal auditor's opinion the financial statements present fairly the financial position of the corporation and the results of its operations for the period under review in accordance with accounting principles disclosed in the notes to the financial statements applied on a basis consistent with that of the preceding period. The accounting principles and standards of financial statement presentation are those set out in the Municipal Financial Reporting Handbook and its supporting interpretation bulletin.

These prescribed duties are almost exactly the same as those required of auditors appointed under the Business Corporation Act. In performing our audit we use audit standards which are set out in the Canadian Institute of Chartered Accountants Handbook. In addition to our audit report we issue a management letter on errors and/or weaknesses in internal control found in the course of our audit. For the past few years we have not found items of this nature which needed to be brought to the attention of the board. We inform the board of this fact in writing. However, we should mention that in the past we have issued significant management letters



Mr. W. H. McFarland, R.I.A., C.G.A.,  
Page 2,  
August 28, 1989

covering a wide range of topics all of which had been effectively dealt with by the financial management of HECFI.

Our audit does not involve reporting on effectiveness and efficiency issues. This type of audit is known as a comprehensive audit and, although we can perform this service, it is beyond the scope of our normal audit. We should mention, however, that there is a trend at the upper levels of government to have management develop representations about effectiveness and to have the auditors express an opinion on these management representations.

The present end product of our audit is our audit report which is the standard reporting form. A view was expressed at the last audit committee meeting that the committee and board would like a more detailed report on the conduct of our audit written in the positive vein. As discussed with you, in addition to our statutory report we can prepare a long form report addressed to the Board in which we analyse various asset, liability, revenue and expenditure accounts and report in detail on the results of our audit in those sections. This would result in the Board having a detailed third party review of financial operations. In fairness, however, I should state that HECFI has a competent financial staff and most of the information which would be in our report would have already been to the Board in the monthly information package prepared by the finance officers.

If you wish to discuss this letter at further length I would be pleased to attend at any meeting you wish.

Yours truly,

PANNELL KERR MACGILLIVRAY,

per *Michael Collyer*

Michael G. Collyer, F.C.A.  
Partner/ah

---

Pannell  
Kerr  
MacGillivray

---

Chartered Accountants

M.P.O. Box 879,  
4 Hughson Street South,  
Hamilton, Ontario L8N 3M5  
Telephone: (416) 523-7732  
Fax: 572-9333

---

Bruno K. J. Bragoli  
W. Michael Cashion  
Michael G. Collyer  
Colin C. Dalingwater  
John C. Dow  
Michael J. Hudson  
Richard J. Kelly  
William B. Stephenson

March 31, 1989

Chairman,  
Audit & Finance Committee,  
The Hamilton Entertainment  
and Convention Facilities Inc.,  
Copps Coliseum,  
101 York Boulevard,  
Hamilton, Ontario,  
L8R 3L4

Dear Sir:

We have completed our audit of the records of H.E.C.F.I. for the current year. Our examination did not disclose any weaknesses in internal control or errors that should be brought to your attention. We appreciate the cooperation shown to us by the staff of H.E.C.F.I.

Yours truly,

PANNELL KERR MACGILLIVRAY,

per



Michael G. Collyer, F.C.A.  
Partner/ah

5.5.1      Audit Committee Minutes of March 31, 1989





THE HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.

AUDIT COMMITTEE MEETING

Friday, March 31, 1989

12:00 Noon

Copps Coliseum

Hamilton Room

MINUTES

PRESENT: Mr. Wm. Tidball, Chairman  
Ald. J. Gallagher  
Mr. W. McFarland

ALSO

PRESENT: Mr. J. Leuser  
Mr. R. DiFilippo  
Mrs. J. Mills, Secretary

GUEST: Mr. M. Collyer, Pannell, Kerr  
MacGillivray

1. Chairman's Remarks

The Chairman called the meeting to order, at 12:20 p.m. and welcomed Mr. M. Collyer of Pannell, Kerr, MacGillivray.

2. Election of Vice-Chairman

MOVED by Ald. Gallagher, seconded by Mr. Tidball (Mr. McFarland assumed the Chair for this portion of the meeting) that

MR. MCFARLAND BE ELECTED TO THE POSITION OF VICE-CHAIRMAN OF THE AUDIT COMMITTEE.

MOTION CARRIED.

3. Minutes of Previous Meeting

It was

MOVED by Mr. McFarland, seconded by Ald. Gallagher

THAT THE MARCH 25, 1988 AUDIT COMMITTEE MINUTES BE ACCEPTED AS CIRCULATED.

MOTION CARRIED.

4. Draft Audited Financial Statements  
for The Hamilton Entertainment and  
Convention Facilities Inc.

Mr. Michael Collyer offered assistance to the Committee members in answering questions relating to the audit, and drew to the Committee's attention that financial questions should be answered by the Director of Finance and Administration and the Comptroller. He explained further that the financial statements are HECFI's financial statements, and the auditor prepares an Auditors' Report, which is the front page of the document.

Mr. Collyer clarified for the Committee members that he acts under the City external audit rules and reports to the Finance Committee and on to City Council with respect to the City audit. He further assured that with respect to the HECFI audit, he acts independently of HECFI personnel. The audit is carried out in accordance with generally accepted auditing standards and then the auditor makes a statement that the financial statements present fairly the financial position of the corporation.

Mr. Collyer explained that while auditing, the auditors basically don't look for improvements, but if the auditors were to notice an area that needs improvement, it would be reported to the Audit Committee.

The issue of Accounts Receivable was discussed; Mr. Collyer reporting that there are no concerns respecting management's procedures and/or policies.

MOVED by Ald. Gallagher, seconded by Mr. McFarland

THAT THE DRAFT HECFI FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 1988 BE APPROVED.

MOTION CARRIED.

Alderman Gallagher suggested that a more detailed audit statement and an analysis of HECFI's operation would be most beneficial and the increased cost for same would be warranted. It was decided that Messrs. McFarland and Collyer could meet to discuss ideas of what an expanded role for the external audit services would entail, and subsequently discuss the item with Alderman Gallagher. Once drafted, the Chairman could call another meeting of the Audit Committee to discuss the concept.

MOVED by Ald. Gallagher, seconded by Mr. McFarland

THAT MR. MCFARLAND MEET WITH MR. COLLYER TO DISCUSS AN EXPANDED ROLE FOR EXTERNAL AUDIT SERVICES.

MOTION CARRIED.

5. Draft Audited Financial Statements for  
The Hamilton Performing Arts Foundation  
Inc.

It was noted that the auditor's opinion is unqualified and that there is no significant weaknesses in accounting procedures or disputes with management regarding valuation or accounting issues. Following review it was

MOVED by Mr. McFarland, seconded by Ald. Gallagher

THAT THE AUDIT COMMITTEE RECOMMEND TO THE BOARD OF DIRECTORS APPROVAL OF THE AUDITED ANNUAL STATEMENTS FOR THE HAMILTON PERFORMING ARTS FOUNDATION INC. FOR THE YEAR ENDED DECEMBER 31, 1988.

MOTION CARRIED.

6. Report from Mr. Michael Collyer on  
HECFI's Internal Accounting Controls

Mr. Collyer's March 31, 1989 correspondence stating "...Our examination did not disclose any weaknesses in internal control or errors that should be brought to your attention..." was received.

7. Other Business

nil

8. Adjournment

MOVED by Ald. Gallagher, seconded by Mr. McFarland

THAT THE MEETING BE ADJOURNED. (1:05 P.M.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

\_\_\_\_\_  
Wm. J. Tidball, Chairman

\_\_\_\_\_  
Mrs. J. Mills, Secretary





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, November 17, 1989**

**8:00 A.M.**

**Hamilton Convention Centre  
Room 314**

**REGULAR AGENDA**

**1. Chairman's Remarks**

**2. Correspondence**

**Attachment 2**

- 2.1 Letter dated October 17, 1989 from  
Mr. S. Hollowell in respect of the  
United States Air Force Band and  
Singing Sergeants;
- 2.2 Memo dated October 25, 1989 from  
M. Ewer, Catholic Children's Aid  
Society of Hamilton-Wentworth;
- 2.3 Letters dated October 31st and November  
1st from Mr. A. Oakie, Hamilton Gallery  
of Distinction;
- 2.4 Letter dated October 10, 1989 from  
R. Sugden in respect of Omni '89;
- 2.5 Letter dated October 20, 1989 from  
J. Murray Costello in respect of the  
1991 World Junior Championships.

**3. Minutes of October 20, 1989**

**Attachment 3**

- 3.1 Errors or Omissions
- 3.2 Motion to Approve



**November 17, 1989**  
**HECFI Regular Agenda**  
**Page 2**

**4. Business Arising From the Minutes**

**5. Committee Reports\Minutes**

- |       |                                                             |                  |
|-------|-------------------------------------------------------------|------------------|
| 5.1   | Executive Committee Eleventh Report                         | Attachment 5.1   |
| 5.1.1 | Executive Committee Minutes of<br>October 11, 1989          | Attachment 5.1.1 |
| 5.2   | Copps Coliseum Committee Ninth<br>Report                    | Attachment 5.2   |
| 5.2.1 | Copps Coliseum Committee Minutes<br>of September 27, 1989   | Attachment 5.2.1 |
| 5.3   | Hamilton Convention Centre Committee<br>Ninth Report        | Attachment 5.3   |
| 5.3.1 | Hamilton Convention Centre Minutes<br>of September 22, 1989 | Attachment 5.3.1 |
| 5.4   | Hamilton Place Committee Ninth<br>Report                    | Attachment 5.4   |
| 5.4.1 | Hamilton Place Committee Minutes<br>of September 28, 1989   | Attachment 5.4.1 |

**6. New Business**

- |     |                                                            |                |
|-----|------------------------------------------------------------|----------------|
| 6.1 | Resignation of Mr. T. Casey from the Board<br>of Directors | Attachment 6.1 |
| 6.2 | HECFI Christmas Party                                      | Attachment 6.2 |
| 6.3 | B'Nai Brith Sports Celebrity Dinner                        | Attachment 6.3 |

**7. Other Business**

**8. Date of Next Meeting:**

Friday, December 15, 1989  
Room 314  
Hamilton Convention Centre

**9. Adjournment**

Patricia Bennett  
Secretary to the Board of Directors  
November 13, 1989





**2.**            **Correspondence**

- 2.1           Letter dated October 17, 1989 from Mr. S. Hollowell in respect of the United States Air Force Band and Singing Sergeants;
- 2.2           Memo dated October 25, 1989 from M. Ewer, Catholic Children's Aid Society of Hamilton-Wentworth;
- 2.3           Letters dated October 31st and November 1st from Mr. A. Oakie, Hamilton Gallery of Distinction;
- 2.4           Letter dated October 10, 1989 from R. Sugden in respect of Omni '89;
- 2.5           Letter dated October 20, 1989 from J. Murray Costello in respect of the 1991 World Junior Championships.



E. A. SIMPSON  
CITY CLERK

K. E. AVERY  
DEPUTY CITY CLERK



CITY HALL  
HAMILTON, ONTARIO  
L8N 3T4

## THE CORPORATION OF THE CITY OF HAMILTON

OFFICE OF THE CITY CLERK

1989 October 17

Alderman J. Gallagher  
Chairman of the Hamilton Entertainment  
and Convention Facilities Inc.

Dear Sir:

I would like to take this opportunity to thank you and the members of your Board for assisting with the financial sponsorship of the two concerts held in the Great Hall of Hamilton Place on October 7th & 8th which featured the United States Air Force Band and Singing Sergeants. It would not have been possible to have held these concerts at Hamilton Place without your support and they would of had to be held at Mohawk College which would have resulted in over 3,000 people being denied tickets.

For your information, I received excellent co-operation and assistance from the staff of Hamilton Place which made my job a lot easier as Concert Co-ordinator. I hope that I can look to your assistance again in perhaps 1992 when the band may return.

Yours truly,

A handwritten signature in cursive script, appearing to read "S. G. Hollowell".

Mr. S. G. Hollowell  
Concert Co-ordinator

SGH/mc





The Catholic Children's Aid Society of Hamilton-Wentworth  
499 King Street East, Hamilton, Ontario, L8N 1E1

MEMORANDUM

TO : JOHN GALLAGHER, REGIONAL COUNCILLOR  
FROM : MARK A. EWER, EXECUTIVE DIRECTOR  
DATE : October 25, 1989  
RE : HAMILTON CONVENTION CENTRE

Recently, we were faced with the problem of having to move our 35th Anniversary Celebration to a new location on very short notice because of overbooking on the part of the facility first chosen.

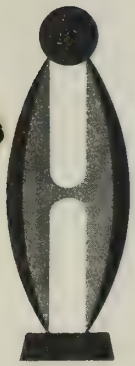
We were quickly accommodated by The Hamilton Convention Centre staff and the new arrangements should prove to be excellent. As well, in response to our concerns about increased cost given the change in plans, Gabe Macaluso personally assisted me in negotiating a slightly reduced fee which allowed us to still keep within our budget.

In the recent past we have had two CAS and one OAPSW provincial conferences in Hamilton with very high marks given by those attending with respect to our local facilities. I think this is another example of the kind of good service and co-operation that will only serve to enhance the reputation of our excellent HECFI facilities. My thanks and compliments to those who make it all happen!

pc G. Macaluso

*M.E.*





## Hamilton Gallery of Distinction

c/o Hamilton Automobile Club  
393 Main St. E., Hamilton, Ont.  
L8N 3T7

October 31st, 1989.

### Board of Directors

#### Executive Committee:

Alfred U. Oakie  
President

Harley Murphy  
Vice-President

J. R. Jones  
Hon. Secretary

Stanley J. Seneco  
Treasurer

Norman Embree  
Immediate  
Past President

#### Directors:

Peter Baker

J. K. Carman

Frank DeNardis

Peter Earle

Patricia Filer

Dr. Mary E. Keyes

Milton J. Lewis, Q.C.

Alderman

Wm. McCulloch

Anna McCusker

Wayne Osborne

Joseph Smith

Paul Sparrow

Miss Pat Bennett,  
Secretary of the Board of Directors,  
H.E.C.F.I.,  
Copps Coliseum,  
101 York Blvd.,  
HAMILTON, Ont.  
L8R 3L4

Dear Miss Bennett:

The Sixth Annual Gallery of Distinction Dinner is now history.

From the comments received, the record attendance at the dinner enjoyed the evening thoroughly.

Much of this credit goes to H.E.C.F.I., the Convention Centre and all the staff at the Convention Centre who were totally superb in co-operating fully. Our out of town guests including the Southam family, were also suitably impressed and said so.

Again we must record our grateful appreciation for making a wall of the Convention Centre available for the purpose of bringing before the public those special people of Hamilton who have been honoured by being inducted into the Gallery of Distinction. It is a very prestigious location and one which we hope will help all citizens of Hamilton to share in the appreciation and recognition of the contribution made by these people.

Again our grateful thanks.

Sincerely yours,

HAMILTON GALLERY OF DISTINCTION

Alfred U. Oakie,  
President.

AUO/bf







## Hamilton Gallery of Distinction

c/o Hamilton Automobile Club  
393 Main St. E., Hamilton, Ont.  
L8N 3T7

### Board of Directors

#### Executive Committee:

Alfred U. Oakie  
President

Harley Murphy  
Vice-President

J. R. Jones  
Hon. Secretary

Stanley J. Seneco  
Treasurer

Norman Embree  
Immediate  
Past President

#### Directors:

Peter Baker

J. K. Carman

Frank DeNardis

Peter Earle

Patricia Filer

Dr. Mary E. Keyes

Milton J. Lewis, Q.C.

Alderman

Wm. McCulloch

Anna McCusker

Wayne Osborne

Joseph Smith

Paul Sparrow

November 1st, 1989.

Mr. G. Macaluso,  
Managing Director,  
Hamilton Entertainment and Convention  
Facilities Inc.,  
101 York Boulevard,  
HAMILTON, Ont.  
L8R 3L4

Dear Gabe:

On behalf of the Board of Directors of the Hamilton Gallery of Distinction and in particular, Mr. Milt Lewis, Chairman of our Inner Circle Sponsor Committee, please accept our sincere gratitude for your sponsorship.

From the comments received both verbally and in writing, the dinner was successful. Your sponsorship helped to make it so. Attendance was a record attendance, almost 50% higher than last year.

Again, please accept our grateful appreciation and I sincerely hope you continue to give this strong support to future events, honouring special people in our community. Your organization, as an Inner Circle Sponsor, certainly qualifies as distinguished corporate citizens of Hamilton.

Very sincerely yours,

HAMILTON GALLERY OF DISTINCTION

Alfred U. Oakie,  
President.

AUO/bf





# THE CORPORATION OF THE CITY OF HAMILTON

City Hall, 71 Main Street West, Hamilton, Ontario L8N 3T4

October 10, 1989

OCT 12 1989

Mr. Gabe Macaluso  
Chief Executive Officer  
H.E.C.F.I.

Re: Omni '89

Dear Sir:

The recent Canadian Parks and Recreation Conference owes a great deal of its success to the facilities at the Hamilton Entertainment and Convention Facilities Inc. The delegates saw our city as they had not envisioned.

The support of H.E.C.F.I. in providing the use of Copps Coliseum, the Convention Centre, and Hamilton Place under the Event Subsidy has resulted in a break-even budget.

The food services and the beverage amenities were, as anticipated, the best and within the agreed upon formula of the conference. Similarly, labour charges for unionized personnel were planned cost factors.

Your staff have excelled in their delivery of services and will be acknowledged, along with the H.E.C.F.I. organization, in the CP/RA publication at the year's end.

Again, our sincere appreciation.

Respectfully,

Robert Sugden, Director  
Culture and Recreation Department

RS:bs

c.c. Alderman Tom Murray  
Kevin Beattie, Treasury Department





cc. Alderman John Gallagher) from Mayor Bob Morrow, October 27th, 1989  
✓ Mr. Gabe Macaluso )



OCT 26 1989

**CANADIAN AMATEUR HOCKEY ASSOCIATION  
ASSOCIATION CANADIENNE DE HOCKEY AMATEUR**

1600 PROMENADE JAMES NAISMITH DRIVE, GLOUCESTER, ONTARIO K1B 5N4 (613)748-5613 FAX (613)748-5709

91/E.1(b)  
October 20, 1989



His Worship Mayor Robert Morrow  
City Hall  
71 Main Street  
Hamilton, Ontario  
L8N 3T4

Dear Mr. Mayor:

Re: World Junior Championships, 1991

I wanted to follow-up with you my telephone conversation of last Wednesday when I informed you that the Canadian hosting city for the 1991 World Junior Championship will be Saskatoon, Saskatchewan.

Arriving at this decision was most difficult because the bids from all three cities involved (including Halifax) were very strong, but particularly so from Hamilton and Saskatoon.

It simply came down to the fact that, at this point in time, a unique business opportunity was available for our program in the West. If we waited until next time around, the same opportunity would not be there. Saskatoon is a community that is very hockey conscious and supportive and, presently, has a brand-new building of which the citizens are very proud. The National Junior Program is intended to be National in scope and it is necessary for us to have it seen that way. Therefore, it was difficult to bypass this special opportunity which exists in Saskatoon.

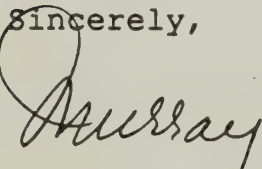
In many ways, we were in a no-lose situation in the sense that we know very well that we could have done at least as well and perhaps even better in Hamilton. However, we have hosted this event twice in the past, the first time in Montreal in 1978 and in 1986 in Hamilton so that it was appropriate that it should go West this time.



The purpose of this letter is to thank you very sincerely for the very special bid coming from you and your Host Committee. Mr. Macaluso, John Crane, Dave Draper, Brent Ladds and all of the rest were most sincere and impressive on behalf of your City. For what it is worth, the small furor that developed over the matter of "guarantees" was not a deal maker or a deal breaker in arriving at the ultimate decision. The factors noted above were much more important.

In any case, the decision is made and I wanted to thank you on behalf of the entire Canadian International Hockey Committee for your courtesies and consideration through all of it. We hold Hamilton and Copps Coliseum in high regard and certainly intend to return there with future International programs. In the meantime, I wish you the very best.

Sincerely,

A handwritten signature in cursive script, appearing to read "Murray", with a large loop at the beginning.

J. Murray Costello  
President, CAHA  
Chairman, CIHC

JMC/amg





3. Regular Minutes of October 20, 1989



**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**MEETING OF THE BOARD OF DIRECTORS**

**Friday, October 20, 1989**

**8:00 A.M.**

**Copps Coliseum**

**Hamilton Room**

**REGULAR MINUTES**

**PRESENT:**

Alderman J. Gallagher, Chairman  
Mr. W. McFarland, First Vice-  
Chairman  
Alderman D. Agostino, Second  
Vice-Chairman  
Alderman W. McCulloch  
Alderman H. Merling  
Alderman T. Jackson  
Alderman D. Drury  
Mr. N. Levitt  
Mrs. M. Dow  
Mr. F. DeNardis  
Mr. G. Kwiatowski  
Mr. W. Tidball  
Ms. A. VanDuzer  
Mr. P. Cowell

**ALSO PRESENT:**

Mr. G. Macaluso  
Mr. J. Leuser  
Mr. T. Burrows  
Mr. J. Crane  
Mr. S. Dockman

**REGRETS:**

Mayor R. Morrow  
Alderman T. Murray  
Mr. T. Casey

**MEDIA:**

Mr. J. Burns, C.H.M.L.

2. Correspondence

Nil

3. Minutes of September 15, 1989

**MOVED** by Alderman Drury, seconded by Mr. DeNardis that  
**THE MINUTES OF SEPTEMBER 15, 1989 REGULAR SESSION BE  
APPROVED.**

**MOTION CARRIED.**

4. Business Arising From the Minutes

4.1 Pedestrian Bridge

The Board received the October 5th correspondence from Mr. D. W. Vyce, Director of Property, City of Hamilton to Alderman J. Gallagher which outlines the Property Department's action in respect of repairs to the Pedestrian Bridge. Mr. Vyce advised that four insurance companies are involved in the settlement and that until such time as the repairs are completed a sign posting the clearance will not be installed. It was

**MOVED** by Alderman Drury, seconded by Mr. Levitt that  
**THE ISSUE OF THE PEDESTRIAN BRIDGE BE REFERRED TO THE  
CITY'S CO-ORDINATING COMMITTEE FOR REVIEW.**

**MOTION CARRIED.**

5. Committee Reports\Minutes

5.1 Executive Committee Tenth Report

**MOVED** by Mr. McFarland, seconded by Alderman McCulloch that

**THE EXECUTIVE COMMITTEE TENTH REPORT BE APPROVED AND THE  
FOLLOWING RECOMMENDATIONS ENDORSED:**



THAT NO ACTION BE TAKEN ON THE RECOMMENDATION THAT ROBERT ELLISON, ASSISTANT DIRECTOR OF HAMILTON PLACE, RESIGN EFFECTIVE IMMEDIATELY FROM HIS ROLE OF PRESIDENT OF THE HAMILTON AND REGION ARTS COUNCIL; and THAT ROBERT ELLISON COMPLETE HIS TERM AS PRESIDENT BUT THAT HE NOT SEEK REELECTION OR OFFICE ON THE HAMILTON AND REGION ARTS COUNCIL; and THAT HE CONTINUE TO ATTEND SAID MEETINGS IN THE CAPACITY OF A REPRESENTATIVE MEMBER, NOT AS A DIRECTOR; and THAT THE MANAGING DIRECTOR\CEO DEVELOP A GENERAL POLICY REGARDING MEMBERSHIPS IN OUTSIDE ORGANIZATIONS RELATIVE TO ALL STAFF.

THAT THE PURCHASE OF ONE RIDE-ON FLOOR SCRUBBER IN THE AMOUNT OF \$34,819.20 BE FINANCED FROM CAPITAL FUND ACCOUNT NUMBER CF 5326-928941004, COPPS COLISEUM MISCELLANEOUS EQUIPMENT.

THAT ITEM 3 OF THE EIGHTH REPORT OF THE HAMILTON PLACE COMMITTEE RELATIVE TO THE INSTALLATION OF DOORS BETWEEN THE PIANO NOBILE AND COMMONWEALTH SQUARE BE AMENDED TO READ AS FOLLOWS: That Proposal #2, tendered by Shyte and Braniff, for the supply and installation of doors leading from the Piano Nobile onto Commonwealth Square be approved at a total cost of \$7,650. and that the Hamilton Place Capital Improvement Surcharge Fund be recommended as the source of funding.

THAT ITEM 2 OF THE INFORMATION SECTION OF THE EIGHTH REPORT OF THE HAMILTON PLACE COMMITTEE RELATIVE TO NEW FACES - FINAL REPORT BE AMENDED AS FOLLOWS: NEW FACES - PRELIMINARY REPORT -- the Committee received a preliminary report on New Faces '89 for information.

THAT JOHN T. CRANE, DIRECTOR OF COPPS COLISEUM, PREPARE A REPORT TOGETHER WITH RECEIVED TENDERS RELATIVE TO THE PURCHASE OF A HOT WATER TANK FOR HAMILTON PLACE AND THAT SAID REPORT BE SUBMITTED TO THE H.E.C.F.I. EXECUTIVE COMMITTEE.

5.2.1      Copps Coliseum Committee Minutes of August 23, 1989

MOVED by Mrs. Dow, seconded by Mr. Levitt that

THE COPPS COLISEUM COMMITTEE MINUTES OF AUGUST 23, 1989  
BE RECEIVED.

MOTION CARRIED.

5.3      Hamilton Convention Centre Committee Eighth Report

MOVED by Alderman Drury, seconded by Mr. DeNardis that

THE HAMILTON CONVENTION CENTRE COMMITTEE EIGHTH REPORT  
BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT APPROVAL BE GIVEN TO AUTHORIZE AN OVERDRAFT  
FOR ACCOUNT HE 57301 81021 BUILDING REPAIRS AND  
MAINTENANCE, IN THE AMOUNT OF \$60,000. FOR 1989.

THAT APPROVAL BE GIVEN FOR TERMS OF REFERENCE TO BE  
DRAWN TO TENDER FOR A CONSULTANT FOR THE  
INTERIOR/EXTERIOR SIGNAGE AND AN INFORMATION AND  
MESSAGE SYSTEM.

MOTION CARRIED.

The following items were received for information:

- (i)      The Operations Manager's Report for the month of August, 1989;
- (ii)     Correspondence;
- (iii)    Client Evaluations;
- (iv)     Unaudited Operating Results for the Eight Month Period ending August 31, 1989;
- (v)      CSAE Conference report from the Operations Manager;
- (vi)     The Committee authorized management's plans to continue to cover the parquet floor in Chedoke Hall with loose lay carpet;
- (vii)    Clients to be informed that use of a mobile sign is not permitted; consideration will be given to alternative signage.



5.3.1      Hamilton Convention Centre Minutes of August  
25, 1989

MOVED by Mr. Tidball, seconded by Ms. VanDuzer that

THE HAMILTON CONVENTION CENTRE MINUTES OF AUGUST 25,  
1989 BE RECEIVED.

MOTION CARRIED.

5.4      Hamilton Place Committee Eighth Report

MOVED by Alderman McCulloch, seconded by Alderman  
Merling that

THE HAMILTON PLACE COMMITTEE EIGHTH REPORT BE APPROVED  
AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE NEGOTIATED AGREEMENT WITH THE HAMILTON  
MUSICIANS' GUILD BE RATIFIED BY THE H.E.C.F.I.  
BOARD OF DIRECTORS AT ITS NEXT MEETING.

THAT INNOVATIVE PROGRAMMING RESERVE FUNDS BE  
APPLIED TO SHORTFALLS IN THREE AREAS OF STUDENT  
PROGRAMMING: (i) SCHOOL PROGRAMMES IN THE STUDIO  
THEATRE; (ii) THE ANNUAL HIGH SCHOOL MUSICAL; and  
(iii) NEW FACES.

THAT PROPOSAL #2 TENDERED BY WHYTE AND BRANIFF FOR  
DOORS LEADING FROM THE PIANO NOBILE ONTO  
COMMONWEALTH SQUARE BE APPROVED AND THAT THE  
HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE FUND  
BE SUGGESTED AS THE SOURCE OF FUNDING.

**Note:** The Executive Committee amended this recommendation  
approving proposal by Whyte and Braniff for the  
supply and installation of doors at a total cost of  
\$7,650.

THAT SUBJECT TO OBTAINING DETAILED INFORMATION AND  
VERIFYING THAT PROPER TENDERING PROCEDURES ARE  
UNDERTAKEN, A NEW HOT WATER TANK BE PURCHASED FOR  
HAMILTON PLACE, SOURCE OF FUNDING TO BE SUGGESTED  
BY THE EXECUTIVE COMMITTEE.

**Note:** The Executive Committee requested the Director of  
Copps Coliseum to present a report detailing the  
received tenders.

MOTION CARRIED.

The following items were received for information:

- (i) Report from the Director of Hamilton Place; Mr. Burrows to formulate recommendations on how Foundation funds should be utilized;
- (ii) New Faces Preliminary Report;
- (iii) Marketing Services Report for August, 1989;
- (iv) Assistant Director's Report;
- (v) Director of Finance & Administration's Report;
- (vi) Correspondence.

5.4.1      Hamilton Place Committee Minutes of August 24, 1989

MOVED by Mr. DeNardis, seconded by Mrs. Dow that

THE HAMILTON PLACE COMMITTEE MINUTES OF AUGUST 24, 1989  
BE RECEIVED.

MOTION CARRIED.

5.5      Special Audit Committee Second Report

MOVED by Mr. Tidball, seconded by Mr. McFarland that

THE SPECIAL AUDIT COMMITTEE SECOND REPORT BE APPROVED.

MOTION CARRIED.

The following items were received for information:

- (i) The Managing Director/CEO and Director of Finance & Administration, in consultation with the Chairman of the Board and Board Member, Mr. W. McFarland, will develop a draft Terms of Reference for the comprehensive Audit and outline the need such an audit. A special meeting of the Audit Committee will be called to review the Draft Terms;



- (ii) The Committee received a March 31, 1989 letter from Pannel Kerr MacGillivray outlining the two types of audit reporting. The Committee requested that in future, the auditing firm complete "...a long form report addressed to the Board in which we analyze various asset, liability, revenue and expenditure accounts and report in detail on the results of our audit in those sections."

5.5.1      Audit Committee Minutes of March 31, 1989

MOVED by Mr. Tidball, seconded by Mr. McFarland that  
**THE AUDIT COMMITTEE MINUTES OF MARCH 31, 1989 BE RECEIVED.**

MOTION CARRIED.

6.            New Business

6.1            "Ambitious City"

Mr. McFarland circulated to the Board for its information a copy of an article from the August 19th to August 25th, 1949 This Week in Hamilton entitled "Why The Title 'Ambitious City'?" A copy of the article will be provided to Mr. Gerry Patterson, Carroll, Patterson Inc. for his information.

7.            Other Business

Nil

8.            In-Camera Motions

The following motions were carried during the In-Camera Session:

**THE IN-CAMERA SESSION BE CONVENED. (8:27 A.M.)**

**THE IN-CAMERA MINUTES OF THE MEETING HELD SEPTEMBER 15, 1989 BE APPROVED.**

**THE EXECUTIVE COMMITTEE IN-CAMERA REPORT OF SEPTEMBER 27, 1989 BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:**

THAT STEVENSON KELLOGG ERNST & WHINNEY (SKEW) BE AUTHORIZED TO:

- A) COMMENCE PHASE B OF THE PAY EQUITY PROJECT AT A COST NOT TO EXCEED \$14,500; AND
- B) EXPAND THE TERMS OF REFERENCE OF PHASE B OF THE PAY EQUITY PROJECT (A - ABOVE) BY UNDERTAKING A COMPENSATION STUDY EFFECTIVE JANUARY 1, 1990 FOR THE NON-UNION PART-TIME EMPLOYEES AT A COST NOT TO EXCEED \$9,000.

THAT THE SALES FUNCTION OF H.E.C.F.I. BE CENTRALIZED AND AMALGAMATED WITH MARKETING; AND

THAT THE SALES AND MARKETING FUNCTIONS BE SUPERVISED BY THE DIRECTOR OF MARKETING/SALES; AND

THAT THE JOB DESCRIPTION FOR THE DIRECTOR OF MARKETING BE REVISED TO INCORPORATE THE NEW RESPONSIBILITIES OF SALES (to be done in conjunction with the Human Resources Department, Managing Director/CEO, Mr. W. McFarland and Ms. A. VanDuzer); and

THAT THE JOB DESCRIPTIONS FOR THE DIRECTORS OF THE HAMILTON CONVENTION CENTRE AND COPPS COLISEUM BE AMENDED TO REFLECT THE REMOVAL OF SALES RESPONSIBILITIES FOR THOSE FACILITIES (to be done in conjunction with the Human Resources Department, Managing Director/CEO, Mr. W. McFarland and Ms. A. VanDuzer); and

THAT THE MARKETING AND SALES DEPARTMENT BE CENTRALLY LOCATED IN THE HAMILTON CONVENTION CENTRE.

THE EXECUTIVE COMMITTEE IN-CAMERA REPORT OF OCTOBER 11, 1989 BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE THREE FIRMS WHICH PROVIDED SUBMISSIONS IN RESPECT OF THE PROPOSAL CALL FOR LEGAL SERVICES BE INTERVIEWED BY THE HECFI EXECUTIVE COMMITTEE, MR. WILLIAM TIDBALL AND MANAGEMENT AT A SPECIAL MEETING OF THE HECFI EXECUTIVE COMMITTEE; AND

THAT THE ANNUAL COST FOR LEGAL SERVICES FOR 1988 AND 1989 BE PROVIDED AT SAID MEETING.



THAT MANAGEMENT PROCEED TO DEVELOP AND SUBMIT TO THE HECFI EXECUTIVE COMMITTEE FOR REVIEW A UNIFORM POLICY RELATIVE TO PROMOTIONS AND CO-PROMOTIONS OF EVENTS AT H.E.C.F.I. FOR SUBSEQUENT REVIEW BY ALL OTHER COMMITTEES.

THAT THE NEGOTIATED AGREEMENT WITH THE HAMILTON MUSICIANS GUILD BE RATIFIED BY THE H.E.C.F.I. BOARD.

THAT MANAGEMENT DEVELOP A DRAFT POLICY RELATIVE TO COMPLIMENTARY TICKETS FOR H.E.C.F.I. EVENTS MADE AVAILABLE FOR MEMBERS OF THE H.E.C.F.I. BOARD, AND FORWARD SAME TO THE NOVEMBER MEETING OF THE H.E.C.F.I. EXECUTIVE COMMITTEE FOR DISCUSSION.

THAT THE EXECUTIVE COMMITTEE IN-CAMERA MINUTES OF SEPTEMBER 6, 1989 BE RECEIVED.

THAT THE EXECUTIVE COMMITTEE IN-CAMERA MINUTES OF SEPTEMBER 27, 1989 BE RECEIVED.

THE COPPS COLISEUM COMMITTEE IN-CAMERA REPORT OF SEPTEMBER 27, 1989 BE APPROVED.

THE COPPS COLISEUM COMMITTEE IN-CAMERA MINUTES OF AUGUST 23, 1989 BE RECEIVED.

THE HAMILTON CONVENTION CENTRE IN-CAMERA REPORT OF SEPTEMBER 22, 1989 BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE MANAGING DIRECTOR/CEO BE AUTHORIZED TO INVESTIGATE WAGE INCREASES OF UP TO \$1.00. PER HOUR FOR PERMANENT PART-TIME/SENIOR EMPLOYEES, SPECIFICALLY PORTERS AND STEWARDS.

THAT THE HAMILTON GALLERY OF DISTINCTION BE ALLOWED TO SERVE DONATED WINE, TWO BOTTLES PER TABLE, AT THEIR AWARDS DINNER ON OCTOBER 25, 1989.

THE HAMILTON CONVENTION CENTRE IN-CAMERA MINUTES OF AUGUST 25, 1989 BE RECEIVED.

THE HAMILTON PLACE COMMITTEE IN-CAMERA REPORT OF SEPTEMBER 28, 1989 BE APPROVED.

THE HAMILTON PLACE COMMITTEE IN-CAMERA MINUTES OF AUGUST 24, 1989 BE RECEIVED.

THE IN-CAMERA SESSION BE ADJOURNED.

9.            Date of Next Meeting

Friday, November 17, 1989  
Room 314  
Hamilton Convention Centre

10.           Adjournment

MOVED by Mr. Kwiatowski, seconded by Mr. Tidball that  
THE REGULAR SESSION ADJOURN. (8:26 A.M.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED.

---

Alderman J. Gallagher, Chairman

---

Patricia Bennett, Secretary



5.1      Executive Committee Eleventh Report





**Hamilton  
Entertainment  
and Convention  
Facilities Inc.**

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

**REPORT OF THE HECFI BOARD OF DIRECTORS  
OF THE HECFI EXECUTIVE COMMITTEE  
MEETING OF NOVEMBER 8, 1989**

The HECFI Executive Committee presents its **ELEVENTH** Report and respectfully recommends:

**1. Special Events Subsidy Fund Application -  
Canadian Parks and Recreation Conference**

- (a) That the minimum licence fee of \$6,500 for the use of Copps Coliseum on August 16, 1989 by The City of Hamilton for the Canadian Parks and Recreation Association Omni '89 Conference "Hamilton Festival" be financed from the HECFI Special Events Subsidy Fund.
- (b) That the minimum licence fee of \$2,200 for the use of Hamilton Place Theatre on August 13, 1989 by The City of Hamilton for the Canadian Parks and Recreation Association Omni '89 Conference be financed from the HECFI Special Events Subsidy Fund.

Note: Background information is attached as **Schedule "A"**.

**2. Special Events Subsidy Fund Application -  
Burlington Teen Tour Band Boosters Inc.  
Hamilton Convention Centre, November 10, 1989**

That the request for subsidization from the Special Events Subsidy Fund for the Burlington Teen Tour Band Boosters Inc. fund raising event being held on November 10, 1989 at the Hamilton Convention Centre be denied.

Note: Background information is attached as **Schedule "B"**.

**3. Special Events Subsidy Fund Application -  
Hamilton Area Challenge Square Dancers Inc.  
Hamilton Convention Centre, November 1-3, 1990**

That the request for subsidization from the Special Events Subsidy Fund for the Hamilton Area Challenge Square Dancers Inc. convention being held at the Hamilton Convention Centre on November 1 to 3, 1990 be denied; and

That free parking, however, be approved for the delegates of the Hamilton Area Challenge Square Dancers Inc.

Note: Background information is attached as **Schedule "C"**.

4. Special Events Subsidy Fund Application -  
1990 Hamilton Spectator Indoor Games

That the Basic Building Fee of \$13,000.00 along with an additional \$6,500.00 to be applied against the Event Sheet/Event Staff Charges as incurred by the 91st Highlanders Athletic Association for the use of Copps Coliseum for the "1990 Hamilton Spectator Indoor Games", (January 11th and 12th, 1990) be financed by the HECFI Special Events Subsidy Fund up to a maximum of \$19,500.00; and

That HECFI be recognized as a major sponsor of the event.

Note: Background information is attached as **Schedule "D"**.

5. Centrex Telephone System for HECFI

That approval be given to acquire a Centrex Telephone System from Bell Canada for a capital cost outlay not to exceed \$50,000; and

That financing for this project be provided from the unspent funds remaining in Capital Account CF 5010 928651003, Facility Management System.

Note: Background information is attached as **Schedule "E"**.

6. Terms of Reference regarding Comprehensive Audit

That the HECFI Board of Directors be requested to recommend to the City's Comprehensive Audit Sub-Committee that a Comprehensive Audit be undertaken for HECFI with the following terms of reference:

To review, evaluate and recommend changes regarding the effectiveness of the following:

- (1) the roles of:
  - (i) the Managing Director/C.E.O.;
  - (ii) other Department Heads;
  - (iii) the Committees and their Chairman;
  - (iv) the Board and its Chairman.
- (2) the reporting relationship between the HECFI Board and City Council
- (3) the composition of the Board and its Committees
- (4) the administrative policies and procedures



Note: In accordance with the direction of the Special Audit Committee meeting on October 3, 1989, Messers. Gallagher, McFarland, Macaluso and Leuser met on October 24, 1989 and prepared the above terms of reference for an initial Comprehensive Audit of HECFI. The Chairman of the Special Audit Committee, Mr. Tidball, reviewed this report with the Director of Finance and Administration and concurred that it be brought forward to the HECFI Executive Committee for consideration. The background information is attached as **Schedule "F"**.

The following items are for information only:

1.     **Marketing Services Report for October**

The Marketing Services Report for October is attached as **Schedule "G"**.

2.     **Consolidated Unaudited Operating Results  
for the Nine Month Period Ended September 30, 1989**

2.1   For HECFI

Attached as **Schedule "H"**.

2.2   For CUP

Attached as **Schedule "I"**.

3.     **Correspondence Received - Sixth World  
Conference on Co-operative Education**

The correspondence received from the Six World Conference on Co-operative Education is attached as **Schedule "J"**.

4.     **Correspondence Received - Canadian Football  
Hall of Fame Induction Committee**

The correspondence received from the Canadian Football Hall of Fame Induction Committee is attached as **Schedule "K"**.

5. Committee Reports

The following Committee reports were considered:

Copps Coliseum Committee  
Hamilton Place Committee  
Hamilton Convention Centre Committee

RESPECTFULLY SUBMITTED

*John Gallagher / per H Evans*

ALDERMAN JOHN GALLAGHER, CHAIRMAN  
HECFI EXECUTIVE COMMITTEE

*Heidi Evans*

Heidi Evans  
Acting Committee Secretary



Hamilton  
Entertainment  
and Convention  
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101 York Boulevard  
Hamilton, Ontario  
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Tel. 416/527-7900

**FROM** Mr. Gabe Macaluso, Managing Director/CEO **DATE** November 7, 1989  
Name & Title

**FOR ACTION** ☒

**FOR INFORMATION** ☐

**TO: BOARD**

(OR)

HECFI Executive  
**Committee**

☒

**SUBJECT**

Special Events Subsidy Fund - Canadian Parks and Recreation Conference

**RECOMMENDATION**

- (a) That the minimum licence fee of \$6,500 for the use of Copps Coliseum on August 16, 1989 by The City of Hamilton for the Canadian Parks and Recreation Association Omni '89 Conference "Hamilton Festival" be financed from the HECFI Special Events Subsidy Fund.
- (b) That the minimum licence fee of \$2,200 for the use of Hamilton Place Theatre on August 13, 1989 by The City of Hamilton for the Canadian Parks and Recreation Association Omni '89 Conference be financed from the HECFI Special Events Subsidy Fund.

**BACKGROUND**

I regret that the above requests for financing from the HECFI Special Events Subsidy Fund are being submitted to this Committee after the conference has already occurred. The requests for subsidization were inadvertently missed and then discovered on my review of the event statistical reports for Copps Coliseum and Hamilton Place.

It would be advantageous to receive approval of these two requests for subsidization in order that HECFI's overall budgetary deficit may be reduced.

*Gabe Macaluso*  
Gabe Macaluso  
Managing Director/C.E.O.

: he



Hamilton  
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HECFI

SPECIAL EVENTS SUBSIDY FUND

APPLICATION FORM

\*IMPORTANT NOTICE\*

- All requests for subsidization from the HECFI SPECIAL EVENTS SUBSIDY FUND must be approved/rejected by the HECFI Executive Committee and the HECFI Board of Directors prior to the event actually taking place.
- The person(s)/organization requesting subsidization from the HECFI SPECIAL EVENTS SUBSIDY FUND should be advised that their request will not be considered if similar requests are being made or may be made to the Regional Municipality of Hamilton-Wentworth and/or to The Corporation of The City of Hamilton.

Revised October, 1989 and Replaces August, 1989



**HECFI SPECIAL EVENTS SUBSIDY FUND**

**APPLICATION FORM**

1. **EVENT NAME:** City of Hamilton CPRA Omni '89  
Conference "Hamilton Festival"

2. **EVENT DATE(S):** Wednesday, August 16, 1989

3. **FACILITY(IES):** Copps Coliseum

4. **HECFI MANAGEMENT/EXECUTIVE COMMITTEE RECOMMENDATION:**

That the minimum Basic Building Fee of \$6,500. per day incurred for the use of Copps Coliseum by The City of Hamilton for CPRA Omni '89 Conference "Hamilton Festival" (August 16, 1989) be financed by the HECFI Special Events Subsidy Fund.

Date: \_\_\_\_\_, 19\_\_

5. **HECFI BOARD OF DIRECTORS RECOMMENDATION:**

Date: \_\_\_\_\_, 19\_\_

6. **PERSON(S)/ORGANIZATION REQUESTING SUBSIDIZATION:**

The Corporation of The City of Hamilton

Full Legal Name Required of Person(s)/Organization(s)

Address: 25 Main Street West

Hamilton, Ontario

L8P 1H1

526-2700

Postal Code

Telephone Number

Contact Person(s): Mr. Bob Sugden, Culture and Recreation

Dept., City of Hamilton

526-4617

Postal Code

Telephone Number

7. **HAS A WRITTEN REQUEST/PROPOSAL BEEN RECEIVED?** yes ☒ no

\*If YES it should be attached hereto.

8. **IF IT IS A PERSON(S) MAKING THE REQUEST, WHY IS IT FELT THAT SUBSIDIZATION IS JUSTIFIED?**

9. **IF IT IS AN ORGANIZATION MAKING THE REQUEST, ANSWER THE FOLLOWING:**

- **IS THE ORGANIZATION PROFIT ORIENTED?** yes ☒ no

- **IS THE ORGANIZATION NON-PROFIT?** yes ☒ no

- **IS THE ORGANIZATION CHARITABLE?** yes ☒ no

\*IF YES WHAT IS CHARITABLE NUMBER

10. **IF IT IS AN ORGANIZATION MAKING THE REQUEST, WHAT ARE THE GENERAL OBJECTS AND/OR PURPOSE OF THE ORGANIZATION:**

11. LIST THE EXECUTIVE OFFICERS OF THE ORGANIZATION:

| <u>Name</u>    | <u>Address</u>   | <u>Telephone</u> |
|----------------|------------------|------------------|
| Mr. Bob Sugden | 25 Main St. West | 526-4617         |

12. WHAT IS THE NATURE OF THE EVENT TO BE HELD?

"Hamilton Festival" - dinner and dance for delegates attending the City of Hamilton CPRA Omni '89 Conference.

13. HOW MANY PEOPLE WILL ATTEND THE EVENT?

500 to 1,000

HOW MANY PEOPLE ARE EXPECTED TO COME FROM OUTSIDE GREATER HAMILTON? Majority

14. WHAT IS THE EXPECTED BENEFIT FROM THE EVENT?

Exposure of the facility across Canada to members of the Canadian Parks and Recreation Association. Financial spin-offs (hotels, restaurants, taxis, service stations, etc.) to the community are realized by hosting this national convention.

15. IS THIS EVENT, OR COULD THIS EVENT, BE AN ANNUAL EVENT IN THE HECFI FACILITY(IES)?

Yes

☒ No

IF YES, WILL SUBSIDIZATION BE REQUESTED IN FUTURE YEARS?

Yes

☒ No

16. IF THE APPLICATION FOR SUBSIDIZATION IS REJECTED, WOULD THIS EVENT BE HELD IN ANOTHER CITY?

Yes

☒ No

If YES, give explanation:



11. LIST THE EXECUTIVE OFFICERS OF THE ORGANIZATION:

| <u>Name</u>    | <u>Address</u>   | <u>Telephone</u> |
|----------------|------------------|------------------|
| Mr. Bob Sugden | 25 Main St. West | 526-4617         |

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15. IS THIS EVENT, OR COULD THIS EVENT, BE AN ANNUAL EVENT IN THE HECFI FACILITY(IES)?

Yes

☒ No

IF YES, WILL SUBSIDIZATION BE REQUESTED IN FUTURE YEARS?

Yes

☒ No

16. IF THE APPLICATION FOR SUBSIDIZATION IS REJECTED, WOULD THIS EVENT BE HELD IN ANOTHER CITY?

Yes

☒ No

If YES, give explanation:



17. WHAT IS THE ESTIMATED ACCOMMODATIONS, SPENDING AND INCREMENTAL REVENUE BENEFITS TO THE CITY OF HAMILTON? (Based on current IACVB figures)

550 people x 3 days x \$ 138.67 + -\$ 228,805.50

18. WHAT BENEFITS (financial, exposure, etc.) WILL BE GENERATED TO THE CITY OF HAMILTON AND THE HECFI FACILITIES BY THIS EVENT?

Please see Item 14.

19. WHAT DEAL WOULD THE FACILITY(IES) NORMALLY BE PREPARED TO NEGOTIATE FOR THIS EVENT?

A minimum Basic Building Fee of \$6,500. per day.

20. DOES THE SUBSIDIZATION REQUEST INCLUDE A PARKING FEE REDUCTION FOR VISITORS/DELEGATES? Yes ☒ No

If "YES", what is the dollar amount? - \$ \_\_\_\_\_

21. WHAT IS THE TOTAL AMOUNT OF SUBSIDY REQUEST IN DOLLARS?  
\$ 6,500.

22. IF THE FULL SUBSIDIZATION REQUESTED WAS APPROVED, WHAT IS THE DIFFERENCE IN DOLLARS TO THE FACILITY(IES) IN LOST REVENUE? -  
\$ 6,500.

23. WHAT IS THE MAXIMUM SUBSIDIZATION HECFI MANAGEMENT WOULD RECOMMEND, IF ANY?  
\$6,500.

24. HAS A REQUEST(S) BEEN MADE TO THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH OR TO THE CORPORATION OF THE CITY OF HAMILTON FOR SUBSIDIZATION?

Yes

☒ No

25. DOES THIS REQUEST MEET THE GUIDELINES OF THE HECFI SPECIAL EVENTS  
SUBSIDY FUND? IF NOT, PLEASE EXPLAIN.

Yes

26. HECFI MANAGEMENT APPROVALS:

Facility Director - John C. Lauer Date: Nov 6/89

Facility Director - \_\_\_\_\_ Date: \_\_\_\_\_

Director of Finance  
& Administration - John C. Lauer Date: Nov 6/89

Managing Director/  
CEO John C. Lauer Date: Nov 7/89

\* Check box if support documentation attached

Revised October, 1989 and  
Replaces August, 1989

**HECFI SPECIAL EVENTS SUBSIDY FUND  
GUIDELINES & PROCEDURES**

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Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

**HECFI**

**SPECIAL EVENTS SUBSIDY FUND**

**APPLICATION FORM**

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Revised October, 1989 and Replaces August, 1989

STANDARD FOR RECORDING AND INDEXING

....Page 1 of 6



**HECFI SPECIAL EVENTS SUBSIDY FUND**

**APPLICATION FORM**

1. **EVENT NAME:** Canadian Parks and Recreation Association Omni '89
2. **EVENT DATE(S):** August 13, 1989 (Conference Date: August 11-17, 1989)
3. **FACILITY(IES):** Hamilton Place  
\_\_\_\_\_  
\_\_\_\_\_

4. **HECFI MANAGEMENT/EXECUTIVE COMMITTEE RECOMMENDATION:**

That the HECFI Board of Directors approve a request for subsidization for the Canadian Parks and Recreation Association Conference Omni '89 being held on August 13, 1989 for the minimum rental amount of \$2,200 from the HECFI Special Events Subsidy Fund.

Note: It is understood that an estimated \$5,500 to \$6,000 in local costs, including, but not limited to, IATSE salaries, equipment rental and catering will be invoiced and paid by the sponsoring organization.

Date: November 7, 1989

5. **HECFI BOARD OF DIRECTORS RECOMMENDATION:**

Date: \_\_\_\_\_, 19\_\_

6. PERSON(S)/ORGANIZATION REQUESTING SUBSIDIZATION:

## Canadian Parks and Recreation Association

**Full Legal Name Required of Person(s)/Organization(s)**

**Address:** Conference Headquarters: Hamilton City Hall.

71 Main Street, West, Hamilton, Ontario

L8N 3Y7

526-4663

**Postal Code****Telephone Number**

**Contact Person(s):** Alderman T. Murray and Mr. R. Sugden, Co-Chairman

Same as above

Postal Code

**Telephone Number**

7. HAS A WRITTEN REQUEST/PROPOSAL BEEN RECEIVED? yes no

\*If YES it should be attached hereto.

8. IF IT IS A PERSON(S) MAKING THE REQUEST, WHY IS IT FEEL THAT SUBSIDIZATION IS JUSTIFIED? N/A

9. IF IT IS AN ORGANIZATION MAKING THE REQUEST, ANSWER THE FOLLOWING:

- IS THE ORGANIZATION PROFIT ORIENTED?      yes      no      294

- IS THE ORGANIZATION NON-PROFIT? ☒ YES ☐ NO

IS THE ORGANIZATION CHARITABLE? YES DO 897

\*IF YES WHAT IS CHARITABLE NUMBER? FOURTH AND IN

10. IF IT IS AN ORGANIZATION MAKING THE REQUEST, WHAT ARE THE GENERAL OBJECTS AND/OR PURPOSE OF THE ORGANIZATION:

11. LIST THE EXECUTIVE OFFICERS OF THE ORGANIZATION:

| <u>Name</u>         | <u>Address</u> | <u>Telephone</u> |
|---------------------|----------------|------------------|
| Conference Chairman | City Hall      | 526-2723         |
| Alderman T. Murray  |                |                  |
| Co-Chairman         | City Hall      | 526-2723         |
| Mr. R. Sugden       |                |                  |

12. WHAT IS THE NATURE OF THE EVENT TO BE HELD?

Opening session of Conference  
John Denver - Key note speaker on Man and the Environment  
Entertainment: Burlington Teen Tour Band - "New Faces"

13. HOW MANY PEOPLE WILL ATTEND THE EVENT?

1,200

HOW MANY PEOPLE ARE EXPECTED TO COME FROM OUTSIDE GREATER HAMILTON? 1,100

14. WHAT IS THE EXPECTED BENEFIT FROM THE EVENT?

- A major conference of considerable significance with an estimated 1,200 participants, over a 7 day period
- A world class star appearing in Hamilton Place with attendant publicity that will enhance the image of this facility
- An opportunity to showcase our facility and capabilities to important and well placed registrants from across Canada

15. IS THIS EVENT, OR COULD THIS EVENT, BE AN ANNUAL EVENT IN THE HECFI FACILITY(IES)?

Yes

No

IF YES, WILL SUBSIDIZATION BE REQUESTED IN FUTURE YEARS?

Yes

No

16. IF THE APPLICATION FOR SUBSIDIZATION IS REJECTED, WOULD THIS EVENT BE HELD IN ANOTHER CITY?

Yes

No

If YES, give explanation:



17. WHAT IS THE ESTIMATED ACCOMMODATIONS, SPENDING AND INCREMENTAL REVENUE BENEFITS TO THE CITY OF HAMILTON? (Based on current IACVB figures)

550 people x 3 days x \$ 138.67 + -\$228,805.50

18. WHAT BENEFITS (financial, exposure, etc.) WILL BE GENERATED TO THE CITY OF HAMILTON AND THE HECFI FACILITIES BY THIS EVENT?

Exposure complimentary to Hamilton's image is a major factor. National exposure assured and long term positive reaction anticipated through attendance from across Canada.

19. WHAT DEAL WOULD THE FACILITY(IES) NORMALLY BE PREPARED TO NEGOTIATE FOR THIS EVENT?

This event is not negotiable for the facility. It is unique to the purposes of the organization and conference.

20. DOES THE SUBSIDIZATION REQUEST INCLUDE A PARKING FEE REDUCTION FOR VISITORS/DELEGATES? Yes ☒ No

If "YES", what is the dollar amount? - \$ \_\_\_\_\_

21. WHAT IS THE TOTAL AMOUNT OF SUBSIDY REQUEST IN DOLLARS?  
\$ 2,200.

22. IF THE FULL SUBSIDIZATION REQUESTED WAS APPROVED, WHAT IS THE DIFFERENCE IN DOLLARS TO THE FACILITY(IES) IN LOST REVENUE? -  
\$ NIL

Date not required for any other revenue producing event.

23. WHAT IS THE MAXIMUM SUBSIDIZATION HECFI MANAGEMENT WOULD RECOMMEND, IF ANY?

For Hamilton Place: Minimum Rental Charge \$2,200

24. HAS A REQUEST(S) BEEN MADE TO THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH OR TO THE CORPORATION OF THE CITY OF HAMILTON FOR SUBSIDIZATION?

Yes

☒ No



25. DOES THIS REQUEST MEET THE GUIDELINES OF THE HECFI SPECIAL EVENTS SUBSIDY FUND? IF NOT, PLEASE EXPLAIN.

Yes.

26. HECFI MANAGEMENT APPROVALS:

Facility Director - \_\_\_\_\_ Date: \_\_\_\_\_

Facility Director - \_\_\_\_\_ Date: \_\_\_\_\_

Director of Finance  
& Administration - John C. Lensen Date: Nov 7/89

Managing Director/  
CEO John Macaluso Date: Nov 7/89

\* Check box if support documentation attached -

Revised October, 1989 and  
Replaces August, 1989

**HECFI SPECIAL EVENTS SUBSIDY FUND  
GUIDELINES & PROCEDURES**

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HECFI

SPECIAL EVENTS SUBSIDY FUND

APPLICATION FORM

\*IMPORTANT NOTICE\*

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Revised October, 1989 and Replaces August, 1989

REVISIONS LISTED TO AUGUST 1988

HECFI SPECIAL EVENTS SUBSIDY FUND

APPLICATION FORM

1. EVENT NAME: Teen Tour Band "The Hop"

2. EVENT DATE(S): November 10, 1989

3. FACILITY(IES): Hamilton Convention Centre  
\_\_\_\_\_  
\_\_\_\_\_

4. HECFI MANAGEMENT/EXECUTIVE COMMITTEE RECOMMENDATION:

Considering this is a fund raising event for the Burlington Teen Tour Band it does not qualify for an Event Subsidy. Managements recommendation therefore is to deny this request.

Date: \_\_\_\_\_, 19\_\_

5. HECFI BOARD OF DIRECTORS RECOMMENDATION:

Date: \_\_\_\_\_, 19\_\_



6. PERSON(S)/ORGANIZATION REQUESTING SUBSIDIZATION:

Burlington Teen Tour Band Boosters Inc.  
Full Legal Name Required of Person(s)/Organization(s)  
Address: Suite 322, 3017 St. Clair Avenue  
Burlington, Ontario  
L7N 3P5 (416) 335-7808  
Postal Code Telephone Number  
Contact Person(s): Mrs. Jean Preece 681-6321  
Ms Diane Bridger 639-0342  
Ms Cathy Eber 336-6937

7. HAS A WRITTEN REQUEST/PROPOSAL BEEN RECEIVED? ☒ yes ☐ no

\*If YES it should be attached hereto.

Letter attached

8. IF IT IS A PERSON(S) MAKING THE REQUEST, WHY IS IT FELT THAT SUBSIDIZATION IS JUSTIFIED?

It is the opinion of Mrs. Preece that since they are a non profit charitable organization that they have to reduce cost wherever possible and subsequently reduce costs to the Band Members.

The costs of this tour have increased substantially particularly with the cost of the airline tickets. For this reason every venue is being sought to reduce their overall costs

9. IF IT IS AN ORGANIZATION MAKING THE REQUEST, ANSWER THE FOLLOWING:

- IS THE ORGANIZATION PROFIT ORIENTED? yes ☐ no ☒
- IS THE ORGANIZATION NON-PROFIT? ☒ yes ☐ no
- IS THE ORGANIZATION CHARITABLE? ☒ yes ☐ no

\*IF YES WHAT IS CHARITABLE NUMBER - 0360842221A

10. IF IT IS AN ORGANIZATION MAKING THE REQUEST, WHAT ARE THE GENERAL OBJECTS AND/OR PURPOSE OF THE ORGANIZATION:

The purpose of this event is to raise money for the Burlington Teen Tour Band's 1990 Pacific Tour to Japan and Hawaii. This tour includes the twinning ceremonies of the City of Burlington and Itabashi Ku. Japan, the flag raising ceremonies at the U.S.S. Arizona, involvement in the Hula Bowl Festival and several other performances. This is the most extensive tour the Band and Boosters have undertaken.

11. LIST THE EXECUTIVE OFFICERS OF THE ORGANIZATION:

| <u>Name</u>                        | <u>Address</u>                                         | <u>Telephone</u>                      |
|------------------------------------|--------------------------------------------------------|---------------------------------------|
| Mr. Alfred Farrell<br>President    |                                                        | Mrs. Preece                           |
| Mrs. Jean Preece<br>Vice President | Suite 322<br>3017 St. Clair Ave<br>Burlington, Ontario | Res. 681-6321<br>Bus. 827-4101 ext. 2 |
| Mrs Barbara McLeod<br>Secretary    | L7N 3P5                                                |                                       |

12. WHAT IS THE NATURE OF THE EVENT TO BE HELD?

"The Hop" a tribute to the 50's is a dance with entertainment by the Borderline formerly known as Jeffrey and the Juniors.

13. HOW MANY PEOPLE WILL ATTEND THE EVENT?

Original estimate 1000, revised 400.

HOW MANY PEOPLE ARE EXPECTED TO COME FROM OUTSIDE GREATER HAMILTON? Majority from Burlington.

14. WHAT IS THE EXPECTED BENEFIT FROM THE EVENT?

All the profits from the event will go directly to the reduction of the individual Band member cost.

15. IS THIS EVENT, OR COULD THIS EVENT, BE AN ANNUAL EVENT IN THE HECFI FACILITY(IES)?

Yes

☒ No

IF YES, WILL SUBSIDIZATION BE REQUESTED IN FUTURE YEARS?

Yes

☒ No

16. IF THE APPLICATION FOR SUBSIDIZATION IS REJECTED, WOULD THIS EVENT BE HELD IN ANOTHER CITY?

Yes

☒ No

If YES, give explanation:

17. WHAT IS THE ESTIMATED ACCOMMODATIONS, SPENDING AND INCREMENTAL REVENUE BENEFITS TO THE CITY OF HAMILTON? (Based on current IACVB figures)

\_\_\_\_\_ people x \_\_\_\_\_ days x \$ \_\_\_\_\_ + -\$ \_\_\_\_\_ N/A

18. WHAT BENEFITS (financial, exposure, etc.) WILL BE GENERATED TO THE CITY OF HAMILTON AND THE HECPI FACILITIES BY THIS EVENT?  
This is a fund raising event for the Teen Tour Band. The Convention Centre was selected as there were no facilities large enough in Burlington to accomodate this event. We will receive general exposure through advertising for the event in Hamilton and Burlington.

19. WHAT DEAL WOULD THE FACILITY(IES) NORMALLY BE PREPARED TO NEGOTIATE FOR THIS EVENT?  
The rental for this event is normally \$2000.00 for the use of Chedoke Hall. We have negotiated a sliding rate scale based on food and beverage consumption during the event. The sliding scale is as follows:
- |                                                             | Food and Beverage Revenue | Rental |
|-------------------------------------------------------------|---------------------------|--------|
| The food and Beverage revenue is net of tax and gratuities. | Over \$10,000.            | \$ Nil |
|                                                             | \$7,500.-\$10,000.        | 1000.  |
|                                                             | Under \$7,500.            | 2000.  |

20. DOES THE SUBSIDIZATION REQUEST INCLUDE A PARKING FEE REDUCTION FOR VISITORS/DELEGATES? Yes ☒ No

If "YES", what is the dollar amount? - \$ \_\_\_\_\_

21. WHAT IS THE TOTAL AMOUNT OF SUBSIDY REQUEST IN DOLLARS?  
\$ 2000.00.

22. IF THE FULL SUBSIDIZATION REQUESTED WAS APPROVED, WHAT IS THE DIFFERENCE IN DOLLARS TO THE FACILITY(IES) IN LOST REVENUE? -  
\$ N/A

23. WHAT IS THE MAXIMUM SUBSIDIZATION HECPI MANAGEMENT WOULD RECOMMEND, IF ANY?

\$2000.00

24. HAS A REQUEST(S) BEEN MADE TO THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH OR TO THE CORPORATION OF THE CITY OF HAMILTON FOR SUBSIDIZATION?

Yes

☒ No







25. DOES THIS REQUEST MEET THE GUIDELINES OF THE HECFI SPECIAL EVENTS SUBSIDY FUND? IF NOT, PLEASE EXPLAIN.

No, in order to qualify the event must provide a direct benefit to the City of Hamilton, the local economy and the community at large. This event does not meet this criteria.

26. HECFI MANAGEMENT APPROVALS:

Facility Director - *[Signature]* Date: Oct 31/89

Facility Director - \_\_\_\_\_ Date: \_\_\_\_\_

Director of Finance  
& Administration - *John C. Lunn* Date: Nov 1/89

Managing Director/  
CEO *Rob Macaluso* Date: Nov 1/89

\* Check box if support documentation attached - ☒

Revised October, 1989 and  
Replaces August, 1989

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GUIDELINES & PROCEDURES**

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P

# TEEN TOUR BAND

Canada's Musical Ambassadors

1989 10 12

**National  
and  
International  
Travels to:**

- \*Japan
- \*Hawaii
- \*Ireland
- \*France
- \*England
- \*The Netherlands
- \*West Germany
- \*Pennsylvania
- \*New York
- \*North Carolina
- \*South Carolina
- \*Virginia
- \*Maryland
- \*Florida
- \*Connecticut
- \*Texas
- \*California
- \*Ohio
- \*Michigan
- \*Alberta
- \*Ontario
- \*Quebec
- \*Atlantic Canada

Supported by the  
Burlington  
Teen Tour Band  
Boosters Inc.

Suite 322,  
3017 St. Clair Ave.  
Burlington, Ontario  
L7N 3P5

Investing in youth  
since 1947

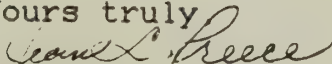
Mr. Tom Burrows  
Facility Director  
Hamilton Convention Centre  
115 King St. West  
Hamilton, Ont.

Dear Mr. Burrows:

The Burlington Teen Tour Band Boosters Inc. have made arrangements for an event named "The Hop" to be held at the Convention Centre on November 10th, 1989. The Booster executive are requesting that the Hecfi Board consider our appeal for a subsidy towards the costs of the room rental and the food, each being \$1000.00.

The purpose of this event is to raise money for the Burlington Teen Tour Band's 1990 Pacific Tour to Japan and Hawaii. This tour includes the twinning ceremonies of the City of Burlington and Itabashi Ku, Japan, the flag raising ceremonies at the U.S.S. Arizona, involvement in the Hula Bowl Festival and several other performances. This is the most extensive tour the Band and Boosters have undertaken. An original cost of \$550 000.00 has risen to \$600 000.00 mainly due to a fare increase by one of the three required airlines. Funds are being raised through many avenues and the community is most supportive, but we have a \$150 000.00 outstanding amount to raise.

We would appreciate the consideration of a subsidy towards the coverage of the costs, or part thereof. All of the profit from this event will go directly towards the reduction of the individual Band members cost which hopefully will be no higher than \$1300.00. We feel very strongly that investing in Canada's Musical Ambassadors, our youth, our communities will profit.

Yours truly  
  
Mrs. Jean Preece  
Vice-President  
B.T.T.B. Boosters Inc.





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

HECFI

SPECIAL EVENTS SUBSIDY FUND

APPLICATION FORM

\*IMPORTANT NOTICE\*

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Revised October, 1989 and Replaces August, 1989



HECFI SPECIAL EVENTS SUBSIDY FUND

APPLICATION FORM

1. EVENT NAME: Canadian Challenge Convention
  2. EVENT DATE(S): November 1-3, 1990
  3. FACILITY(IES): Hamilton Convention Centre
- 
- 

4. HECFI MANAGEMENT/EXECUTIVE COMMITTEE RECOMMENDATION:

While the Canadian Challenge Convention provides an economic benefit to the community, the revenue generated for HECFI is minimal. Although a subsidy is required for this event to endure, it is not financially feasible for HECFI to continue to grant a subsidy and therefore it is not recommended. However it is recommended that free parking be provided for all delegates.

Date: \_\_\_\_\_, 19\_\_

5. HECFI BOARD OF DIRECTORS RECOMMENDATION:

Date: \_\_\_\_\_, 19\_\_

6. PERSON(S)/ORGANIZATION REQUESTING SUBSIDIZATION:

Hamilton Area Challenge Square Dancers Inc.  
Full Legal Name Required of Person(s)/Organization(s)

Address: 184 Longfield Crescent

Ancaster, Ontario

L9G 3N7

Postal Code

648-5505 (Res)

Telephone Number

Contact Person(s): Don & Carol Terry 528-8363 (Bus)

Committee Members - Reg & Shirley Adams

Ron & Evelyn Crawford, Jim & Marj Wilson

Postal Code

Telephone Number

7. HAS A WRITTEN REQUEST/PROPOSAL BEEN RECEIVED? ☒ yes ☐ no

\*If YES it should be attached hereto.

8. IF IT IS A PERSON(S) MAKING THE REQUEST, WHY IS IT FELT THAT SUBSIDIZATION IS JUSTIFIED?

9. IF IT IS AN ORGANIZATION MAKING THE REQUEST, ANSWER THE FOLLOWING:

- IS THE ORGANIZATION PROFIT ORIENTED? yes ☐ no ☒

- IS THE ORGANIZATION NON-PROFIT? ☒ yes ☐ no

- IS THE ORGANIZATION CHARITABLE? yes ☐ no ☒

\*IF YES WHAT IS CHARITABLE NUMBER - \_\_\_\_\_

10. IF IT IS AN ORGANIZATION MAKING THE REQUEST, WHAT ARE THE GENERAL OBJECTS AND/OR PURPOSE OF THE ORGANIZATION:

To organize the Canadian Challenge Convention in Hamilton annually in November. The convention is to provide a full challenge program with a good facility for square dancers both Canadian and American, at the challenge level to participate in.

11. LIST THE EXECUTIVE OFFICERS OF THE ORGANIZATION:

| <u>Name</u>      | <u>Address</u>    | <u>Telephone</u> |
|------------------|-------------------|------------------|
| Mr. Don Terry    | 184 Lonfield Cres | 648-5505 (Res)   |
| Mrs. Carol Terry | Ancaster, Ontario | 528-8363 (Bus)   |
| Chairpersons     | L9G 3N7           |                  |

12. WHAT IS THE NATURE OF THE EVENT TO BE HELD?

Square dancing at the advanced and challenge level.

13. HOW MANY PEOPLE WILL ATTEND THE EVENT?

1000

HOW MANY PEOPLE ARE EXPECTED TO COME FROM OUTSIDE GREATER  
HAMILTON? 80%

14. WHAT IS THE EXPECTED BENEFIT FROM THE EVENT?

The amount of revenue generated over and above the rental is minimal. In 1988 revenues were \$2816.00

15. IS THIS EVENT, OR COULD THIS EVENT, BE AN ANNUAL EVENT IN THE HECPI FACILITY(IES)?

☒ Yes

☐ No

IF YES, WILL SUBSIDIZATION BE REQUESTED IN FUTURE YEARS?

☒ Yes

☐ No

16. IF THE APPLICATION FOR SUBSIDIZATION IS REJECTED, WOULD THIS EVENT BE HELD IN ANOTHER CITY?

☐ Yes

☒ No

If YES, give explanation:



17. WHAT IS THE ESTIMATED ACCOMMODATIONS, SPENDING AND INCREMENTAL REVENUE BENEFITS TO THE CITY OF HAMILTON? (Based on current IACVB figures)

1000 people x 3 days x \$ 138.67 = \$ 416010.00

18. WHAT BENEFITS (financial, exposure, etc.) WILL BE GENERATED TO THE CITY OF HAMILTON AND THE HECFI FACILITIES BY THIS EVENT?

Financially there is no benefit to HECFI, however the Convention Centre has been exposed to dancers across Canada and the United States. The impact on the hotels is outlined in the attached reports.

19. WHAT DEAL WOULD THE FACILITY(IES) NORMALLY BE PREPARED TO NEGOTIATE FOR THIS EVENT?

Due to the lack of food and beverage revenue we would offer free parking to delegates.  
Full rental would be expected.

20. DOES THE SUBSIDIZATION REQUEST INCLUDE A PARKING FEE REDUCTION FOR VISITORS/DELEGATES? Yes No

If "YES", what is the dollar amount? - \$ 4000.00

21. WHAT IS THE TOTAL AMOUNT OF SUBSIDY REQUEST IN DOLLARS?  
\$ 18,000.

22. IF THE FULL SUBSIDIZATION REQUESTED WAS APPROVED, WHAT IS THE DIFFERENCE IN DOLLARS TO THE FACILITY(IES) IN LOST REVENUE? -  
\$ Nil

23. WHAT IS THE MAXIMUM SUBSIDIZATION HECFI MANAGEMENT WOULD RECOMMEND, IF ANY?

Parking subsidy in the amount of \$4000.00

24. HAS A REQUEST(S) BEEN MADE TO THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH OR TO THE CORPORATION OF THE CITY OF HAMILTON FOR SUBSIDIZATION?

Yes

No



25. DOES THIS REQUEST MEET THE GUIDELINES OF THE HECFI SPECIAL EVENTS SUBSIDY FUND? IF NOT, PLEASE EXPLAIN.

Yes

26. HECFI MANAGEMENT APPROVALS:

Facility Director - *Doehman* Date: *Oct 31/89*

Facility Director - \_\_\_\_\_ Date: \_\_\_\_\_

Director of Finance  
& Administration - *John A. Lensen* Date: *Nov 1/89*

Managing Director/  
CEO *Mike Macaluso* Date: *Nov 1/89*

\* Check box if support documentation attached - ☒

Revised October, 1989 and  
Replaces August, 1989

HECFI SPECIAL EVENTS SUBSIDY FUND  
GUIDELINES & PROCEDURES

CRITERIA TO QUALIFY:

- For an event to qualify as a "Special Event" in one or more of the HECFI facilities (Hamilton Place Theatre, Hamilton Convention Centre, Coops Coliseum) for subsidization from the HECFI SPECIAL EVENTS SUBSIDY FUND, it must be an event which will provide a direct benefit to the City of Hamilton, the local economy and community at large (Example: major conventions, political conventions, national and international events, some special local events).
- Final determination as to whether an event qualifies as a "Special Event" and the amount of subsidization is subject to the approval/rejection of the HECFI Board of Directors.

LIMITATIONS OF SUBSIDIZATION:

- if a request/proposal is approved as a "Special Event" the following should be the limitations of subsidization except at the direction of the HECFI Board of Directors:
  - the ~~maximum~~ subsidization should be limited to the full normal licence/rental fee for the use of the facility(ies);
  - never subsidize Event Staff and Event Sheet Charges as these are actual out-of-pocket operating costs of the facility(ies);
  - never subsidize Ticket Box Office charges;
  - never make any financial contribution/ donation to the event.

\*If the City of Hamilton wants to go beyond the above, it should be done totally separately and out of another budget area.

PROCEDURE TO SCREEN REQUESTS:

- All requests/proposals for subsidization that involves the use of one or more of the HECFI facilities, whether originating internally or externally, must be re-directed immediately to the HECFI Managing Director/Chief Executive Officer.
- The HECFI Managing Director/Chief Executive Officer in conjunction with the pertinent facility Director(s) will then contact the person(s)/organization directly and proceed to collect the information in writing in order to assist in documenting and determining why it is felt that the event should or should not qualify to be a "Special Event" and be eligible for subsidization.
- Some person(s)/organization(s) will be required to document in writing why it is felt that their event should qualify to be a "Special Event".
- The HECFI Managing Director/Chief Executive Officer in conjunction with the pertinent facility Director(s) will then prepare the HECFI SPECIAL EVENTS SUBSIDY FUND APPLICATION FORMS including their recommendation of approval or rejection.
- All HECFI SPECIAL EVENTS SUBSIDY FUND APPLICATION FORMS, regardless of whether the HECFI management recommendation is for approval or rejection will be brought forward to the HECFI Executive Committee for its review and consideration.
- The HECFI Executive Committee will then bring forward its recommendation to the next HECFI Board of Directors meeting.
- Those events which qualify and are approved by the HECFI Board of Directors as "Special Events" and are to receive some subsidization from the HECFI SPECIAL EVENTS SUBSIDY FUND will then be referred back to HECFI management for implementation.

MISCELLANEOUS:

- The "Special Event" user must acknowledge in its advertising/promotional material the assistance of THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. and THE CORPORATION OF THE CITY OF HAMILTON.
- Whenever subsidization is approved for a "Special Event", the subsidization amount will be transferred out of the HECFI SPECIAL EVENTS SUBSIDY FUND over to the pertinent facility(ies) to off-set what would otherwise be a loss of normally anticipated revenue.



HAMILTON  
CONVENTION  
CENTRE

115 King Street West  
Hamilton, Ontario  
Canada L8P 4T9  
Tel. 416/523-5883

### General Information

- The Hamilton Area Challenge Square Dance Convention has asked for a subsidy ever year since 1986 when the Event Subsidy Fund was established.
- The Hamilton Area Challenge Square Dance Convention is held at a time of year when convention space is very desirable. The Sales Department would have little difficulty in booking the first weekend in November with other conventions or events which would result in greater revenue for HECFI.
- The Tourism and Convention Services Department, Hamilton-Wentworth Region, discontinued free shuttle busing after the 1987 Convention. The Hamilton Area Challenge Square Dancers Inc. applies for a subsidy of \$1,500.00 annually from the Region to help cover the cost of shuttle buses.
- In his report, Mr. Don Terry states that the cost for delegates to attend is becoming very expensive. The Hamilton Convention Centre is not the sole reason for this. Over the last couple of years, hotel prices in Hamilton have risen, the cost of shuttle buses has increased, and the American dollar has been weakened. All of these are factors in the convention being more costly.
- Food and beverage revenue at the Hamilton Convention Centre is minimal. Two buffet luncheons for 400 people, a small dinner for 15 people and coffee are the only food and beverage functions held at the Hamilton Convention Centre.
- Each of the three downtown hotels report that minimal food and beverage is consumed in their dining rooms.
- Mr. Don Terry has indicated that some square dancers are beginning to book hotel rooms in Burlington due to the high cost of hotels in Hamilton. If this is a continuing trend, there will be a definite effect on the amount of dollars spent in Hamilton.





HAMILTON  
CONVENTION  
CENTRE

115 King Street West  
Hamilton, Ontario  
Canada L8P 4T9  
Tel. 416/523-5883

### Summary

The Hamilton Area Challenge Square Dance Convention is an annual event which brings approximately 1000 people to the City of Hamilton. This results in approximately 1000-1200 room nights being booked in the three downtown hotels as well as other hotels and motels being booked in outlying areas.

Since the Hamilton Area Challenge Square Dancers Inc. is a non-profit organization, it cannot afford to fully pay for the facilities at the Hamilton Convention Centre. Thus a subsidy is required every year. In simple terms, the Hamilton Area Challenge Square Dancers Inc. would like to hold its convention in first-class facilities without being able to afford first-class prices.

There are approximately thirty conventions held at the Hamilton Convention Centre each year. If HECFI was to grant a subsidy of approximately \$12,000.00 to each of them, the Event Subsidy Fund would have to be increased dramatically. The Hamilton Area Challenge Square Dancers Inc. Convention is not a high profile event which attracts media from across the country. Why should the convention receive special consideration every year?

If the convention took place during a slower period of the year, January, July or August, it would be much easier to justify a subsidy. As well, better rates could be negotiated with the hotels which would lower the overall cost for delegates.

In addition, it would be more feasible for the Hamilton Convention Centre to negotiate a low rental rate for the facilities if substantial food and beverage revenue was generated by the convention. In 1988, only \$2,816.00 was received in food and beverage revenue.

The Sales Department's position is that a subsidy is not warranted. The opportunity cost of having this convention during a desirable convention period is extremely high. It is felt that other conventions which would provide greater economic impact for the community, as well as greater revenue for HECFI could be booked in during the Square Dancers weekend. With greater emphasis on an increased "bottom line" at the Hamilton Convention Centre, it is extremely important that careful consideration be given to the decision on whether to grant or deny the subsidy application.





HAMILTON  
CONVENTION  
CENTRE

115 King Street West  
Hamilton, Ontario  
Canada L8P 4T9  
Tel. 416/523-5883

### History

The Hamilton Area Challenge Square Dance Convention has been held at the Hamilton Convention Centre since 1981. The Convention is usually held on the first weekend in November beginning on Thursday afternoon and ending on Saturday evening.

### Rental

Below is an outline of the rental and subsidies associated with the Challenge Square Dancers over the years:

| <u>Date</u> | <u>Rental Received</u> | <u>Subsidy Granted</u> |
|-------------|------------------------|------------------------|
| 1982        | \$ 7,700.              | Not Applicable         |
| 1983        | 8,800.                 | Not Applicable         |
| 1984        | 6,497.                 | Not Applicable         |
| 1985        | 5,200.                 | Not Applicable         |
| 1986        | No Charge              | \$ 12,849.             |
| 1987        | 2,000.                 | Subsidy Denied         |
| 1988        | 5,000.                 | \$ 9,000.              |
| 1989        | 5,000.                 | 11,925.                |

### Parking

In addition to rental subsidies, the Hamilton Area Challenge Square Dancers Convention has received free parking subsidy:

| <u>Date</u> | <u>Parking Subsidy</u> |
|-------------|------------------------|
| 1986        | \$ 3,843.              |
| 1987        | 2,445.                 |
| 1988        | 3,966.                 |
| 1989        | Free Parking Denied    |

HECFI records provide free parking information since 1986. Prior to this, the parking subsidy was administered by the C.A.O.'s office at City Hall.

In negotiating the contract for 1989 free parking was denied by Mr. Bill Penfold, Director of the Hamilton Convention Centre, since the H.C.C. was providing a subsidy of \$11,925.



HAMILTON  
CONVENTION  
CENTRE

115 King Street West  
Hamilton, Ontario  
Canada L8P 4T9  
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#### Hotel Information

The Sheraton Hamilton, Royal Connaught Hotel, and the Holiday Inn Hamilton, have provided information regarding the Hamilton Area Challenge Square Dance Convention (see letters attached).

Approximately 1000-1200 room nights are utilized in the three downtown hotels. Each of the hotels has indicated that its dining room is busy for breakfast while the convention is in, but that further dining is very minimal.



October 27, 1989

Mr. Sal Farrauto  
Sales Manager  
Hamilton Convention Centre  
115 King Street West  
Hamilton, Ontario  
L8P 4T9

 Re: Square Dancers Conference

Dear Mr. Farrauto:

From 1987 through 1989, each November the above mentioned group occupies 240 room nights per weekend on average.

With regard to Food & Beverage, while it is true that there is a significant increase in patrons to our restaurant by the Square Dancers, it is in most cases an insignificant increase in revenues due to a very low average cover. By this I mean that a very limited amount of entrees are ordered but instead items to the effect of coffee, tea, muffins, toast, etc.

With regard to Beverage, again it has been our experience that the majority of liquor that has been consumed by the guest has been done so in the guestrooms and not in our outlets or through room service.

While we appreciate this piece of business on a yearly basis in the first part of November, we have for the past two years experienced some reluctants by the participants to pay what we believe is a very fair rate, in so much that the November /89 rate is the lowest rate for any convention of this type that we have negotiated for 1989.

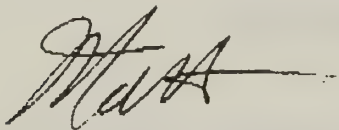
. . . /2

. . . /2

I trust that the preceeding information is satisfactory and that you have a clear understanding of the participation of this group at the Royal Connaught Hotel.

If I may be of any further assistance to you in this matter, please do not hesitate to contact me.

Sincerely,

A handwritten signature in dark ink, appearing to read 'M. Costanza', with a horizontal line extending to the right.

Matthew T. Costanza  
Director of Sales & Marketing

MTC/cs



M E M O R A N D U M

TO: Sal Farrauto  
Sales Manager

FROM: Theresa Syer  
Director of Sales - SHERATON HAMILTON

DATE: October 26, 1989

SUBJECT: Hamilton Area Challenge Square Dancers

Further to our telephone conversation, I am pleased to provide you with the information you requested regarding the Hamilton Area Challenge Square Dancers. Outlined below is the Group Analysis for 1986, 1987, as well as the current reservations for the 1989 competitions.

1986

| <u>DATE</u> | <u>ROOMS BOOKED</u> | <u>ACTUAL ROOM PICK-UP</u> |
|-------------|---------------------|----------------------------|
| Nov. 4/86   | 00                  | 01                         |
| Nov. 5/86   | 00                  | 10                         |
| Nov. 6/86   | 225                 | 162                        |
| Nov. 7/86   | 225                 | 215                        |
| Nov. 8/86   | 225                 | 210                        |
| Nov. 9/86   | 00                  | 00                         |

1987

| <u>DATE</u> | <u>ROOMS BOOKED</u> | <u>ACTUAL ROOM PICK-UP</u> |
|-------------|---------------------|----------------------------|
| Nov. 4/87   | 00                  | 00                         |
| Nov. 5/87   | 17                  | 07                         |
| Nov. 6/87   | 218                 | 156                        |
| Nov. 7/87   | 217                 | 155                        |
| Nov. 8/87   | 00                  | 00                         |

1988

| <u>DATE</u> | <u>ROOMS BOOKED</u> | <u>ACTUAL ROOM PICK-UP</u> |
|-------------|---------------------|----------------------------|
| NOV. 2/88   | 00                  | 00                         |
| NOV. 3/88   | 200                 | 147                        |
| NOV. 4/88   | 200                 | 175                        |
| NOV. 5/88   | 200                 | 166                        |
| NOV. 6/88   | 00                  | 00                         |

MEMO TO SAL FARRAUTO  
OCTOBER 26, 1989

PAGE TWO

1989

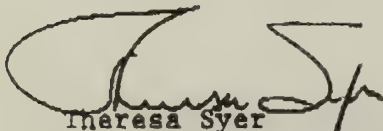
| <u>DATE</u> | <u>ROOMS BOOKED</u> | <u>ACTUAL ROOM PICK-UP</u> |
|-------------|---------------------|----------------------------|
| Nov. 1/89   | 225                 | 07                         |
| Nov. 2/89   | 225                 | 181                        |
| Nov. 3/89   | 225                 | 214                        |
| Nov. 4/89   | 225                 | 211                        |
| Nov. 5/89   | 225                 | 01                         |

In reviewing their meal requirements with our Food & Beverage Service Manager, Connie Greubel, I was advised that this group utilizes the Dining Room for both breakfast and dinner. There is no excessive dining done by this group and minimal usage in our night club. Although the Sheraton Hamilton does not receive excessive revenue in the area of Food & Beverage, you will notice, from the room nights outlined above, that we sit very comfortably with revenues generated from accommodation.

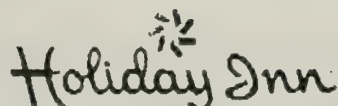
In my personal opinion, this annual group is a definite asset to the Sheraton Hamilton. I look forward to hosting them for many years to come.

If you have any questions, please do not hesitate to call.

Sincerely,

  
Theresa Syer  
Director of Sales

:ch



HAMILTON

October 25, 1989

Mr. Sal Farrauto  
Hamilton Convention Centre  
115 King Street West  
Hamilton, Ontario  
L8P 4T9

Dear Sal:

With respect to the Hamilton Area Challenge Square Dancers, the following is some of the information that you requested:

|      |                   |                            |
|------|-------------------|----------------------------|
| 1988 | Blocked 100 rooms | Picked up 80 rooms         |
| 1989 | Blocked 100 rooms | Picked up 92 rooms to date |

Regarding food and beverage, this group does use our Peaches Restaurant quite a bit for breakfast but very few dinners.

Generally, we like this convention coming in. Carol Terry, who does all the housing, is very organized and we have no problems with respect to this.

Don Terry was given a very good rate when they started coming to Holiday Inn Hamilton several years ago. This rate has risen each year but still remains to be an exceptional rate. We certainly would like to keep the Challenge Square Dancers coming to Hamilton each November and hope that they do not look elsewhere for facilities to hold their yearly convention.

Sal, I hope that this is helpful to you. If you need anything else, please give me a call.

Sincerely,

Diane Morris  
Sales Manager

# **The Canadian Challenge Convention For Advanced and Challenge Square Dancers**

**Submitted by  
Don & Carol Terry  
Chairpersons  
Hamilton Area Challenge  
Square Dancers Inc.  
Oct. 19, 1989.**

**Committee Members  
Reg & Shirley Adames  
Ron & Evelyn Crawford  
Jim & Marj Wilson**



THE CANADIAN CHALLENGE CONVENTION  
FOR ADVANCED AND CHALLENGE  
SQUARE DANCERS

PURPOSE

This brief will attempt to provide some insight into the nature of square dancing to-day and then focus on our convention.

DEVELOPMENT OF MODERN WESTERN SQUARE DANCING

Up until 25 years ago it was called a barn dance or hoedown. Unfortunately many people believe it to be just that to-day. Four couples got together in a circle and went through routines sung by a caller. The routines were always the same for a given piece of music. In the last 25 years dramatic changes have occurred. Over 5000 different calls have been developed and catalogued in an encyclopedia. The dancer must memorize a list of calls, then the caller puts them together in a danceable way. One never knows what call is coming up. The variety is endless. During the last 15 years, many calls have been developed which are referred to as concepts rather than calls. The distinction here is important if you are to understand the nature of modern square dancing particularly the challenge levels of square dancing. Our convention is designed to support challenge levels.

A call requires a dancer to execute a predefined move in time to music. The number of musical beats assigned to the call depends on the complexity of the call. To-day many calls require designated members of the square to perform one part of the call while others do something different. Also, dancers must be exactly at the right place at the right time and facing the right way otherwise linking up with other members will be incorrect and the square will break down. In square dance jargon this is called positional dancing. It increases the complexity of the move as well as the dance itself.

A concept requires a dancer to execute one or more calls in an imaginary geometric structure. Some of these include triangles, lines, columns, square boxes, parallelograms, trapezoids, and a host of others. The complexity is increased further by interlocking these structures and even blending different structures together. On top of all this, it is often necessary to work with "phantom" dancers - additional people assumed to be in the square. Not only must the dancer manoeuvre around the square in time to music but it is necessary to figure out where to go, who to work with and when, then react quickly. Callers to-day can write material so difficult to conceptualize that it becomes all but impossible to execute in the time allotted. The introduction of concepts to square dancing fascinated those dancers who, in addition to the physical demands, were "challenged" conceptually. This is the origin of the term challenge square dancing.

The challenge dancer does not think of a square as four couples in a circle. In the sketches to the right, the top one shows the positions in a normal square. In the lower sketch, the same positions are occupied but challenge dancers visualize it as 8 occupied spots in a 16 matrix formation. Each box may be another position to occupy in a complex move. They are called phantom positions. When the simple square is visualized this way, square dancing takes on a new dimension and can become incredibly complex. This is one of the simplest of many geometric concepts. It is illustrated here to show you that this form of square dancing is very different from the barn dance!

```

      o x
    x      o
      o      x
      x o
  
```

|   |   |   |   |
|---|---|---|---|
|   | o | x |   |
| x |   |   | o |
| o |   |   | x |
|   | x | o |   |

As the number and complexity of the calls increased and as more concepts appeared, it became necessary to group them into levels. To-day there are nine major levels - beginners, mainstream, mainstream plus II, advanced level I (A1), advanced level II (A2), challenge level 1 (C1), challenge level 2 (C2), challenge level 3A (C3A), challenge level 3B (C3B), and challenge level 4 (C4). As dancers move from one level to the next, the number and complexity of the calls increases. All the calls from the previous levels are assumed to be learned to the point of instantaneous execution. On the average each level takes about one year to learn until you reach C3. The two C3 levels take about two years each. At C4, the learning never stops because any call or concept can be used. Our convention services only levels A2 through C4.

The knowledge and understanding in square dancing to-day can be compared to our educational system this way.

- \* Beginners to mainstream plus II like elementary school
- \* A1, A2, and C1 like secondary school
- \* C2 like obtaining a B.A. degree
- \* C3 like obtaining a M.A. degree
- \* C4 like obtaining a Ph.D. degree

It is interesting to note that these significant changes to the structure of square dancing generated a phenomenal interest in the activity. It has reached the point in the United States where the Government may designate it as the "american folk dance". It would then become the American equivalent of the European folk dances which are representative of their cultures.



ORIGIN OF THE CANADIAN CHALLENGE CONVENTION

For many years, the Toronto and District Square and Round Dance Association has run what is commonly called the T & D Square and Round Dance Convention. It is held at McMaster University in May of each year and is attended by roughly 3000 dancers or 1500 couples. It services all the square and round dance levels up to challenge exceptionally well. However, requests for more and improved challenge programming were ignored.

At the convention in May of 1980, considerable dissatisfaction resulted in the idea that a special convention should be developed for challenge dancers. Because there were not that many Canadian challenge dancers it would have to be designed in such a way that American dancers would come. Small challenge week-ends in Ontario with one or two callers had very poor success rates. It was felt that if we were going to have a successful event, it would be necessary to go "big". That meant the best callers, a full challenge program, and a good facility in which to dance. In short, we would have to create an event in Canada which was on a par with the prima dona challenge event in the U.S.A. called the National Challenge Convention. We held little hope of competing with that one.

In a month, seven of the top rated American callers and the only Canadian capable of calling a full challenge program had been approached. They thought it was such a good idea that they all managed to adjust their schedules to accommodate us. At the same time the Hamilton Convention Centre was under construction. John Pilato had just been appointed, and after some discussion, the first week-end in November 1981 was established.

Armed with a whole series of promises and figures my wife Carol and I held a meeting with people we felt might be supportive. Three couples agreed to take the risk by putting money into an account to get it rolling. The couples were Reg and Shirley Adames from Hamilton, Ron and Evelyn Crawford from Stoney Creek, Jim and Marj Wilson from Burlington, and ourselves.

In order to protect ourselves both physically and financially, we felt it necessary to become a non profit corporation whose only function was to run this event. In October 1981 we were registered as such (registration #458803). It took a long time to reach agreement on the name of the corporation. We wanted Canadian Challenge Convention, but this name was not acceptable for the officers. This has lead to some confusion because our corporation must be called The Hamilton Area Challenge Square Dancers, but the event is called the Canadian Challenge Convention. Most dancers in the U.S. and Canada call it the CCC.

The year and a half it took to put the event together was difficult but exciting. As registrations grew, we expanded the program so that it closely resembled the big National Challenge Convention in the U.S. but with a distinct Canadian touch. By November 1981, we needed 105 squares or 420 couples to break even. We had 110. To top it off the convention was a resounding success. Within three years Hamilton became known as the home of the CCC. Many dancers and virtually all the callers consider our event North America's best convention. The reasons will be outlined later.

THE CANADIAN CHALLENGE CONVENTION - PRESENT STATUS

- \* The convention runs for three days starting on a Thursday evening and ending Saturday at midnight on the first week-end in November annually.
- \* We average 125 to 150 squares or 1000 to 1200 people.
- \* We are very much an international event with dancers coming from all over the United States and Canada. Of the 1200 people who might attend, approximately 1000 (almost 80%) are from the U.S. We have dancers registered from California, Washington, Texas, Florida, the Carolinas, all the northeastern states, Pennsylvania and of course the bordering states New York and Michigan. The Canadian contingent includes dancers from British Columbia, Alberta, Saskatchewan, Manitoba, Quebec, and Ontario. Most people drive, some using two days to get here. The really distant ones fly although two couples this year are coming from Vancouver by train. Some 350 couples have attended all of the first five conventions and it looks as though about 200 couples will have attended all nine of them.
- \* We occupy all 200 or more rooms at the Sheraton Hotel, roughly 100 rooms at the Royal Connaught, and another 100 rooms at the Holiday Inn Hamilton. In addition, approximately 100 more rooms are occupied in area motels.
- \* Since the majority arrive Thursday, they stay three nights. We estimate 1200 to 1500 room nights in Hamilton and the surrounding region annually.
- \* Dancing begins Thursday evening at 9 PM and continues until midnight. It starts again Friday at 10 AM and continues all day until midnight. Saturday is a repeat of Friday. We offer full time dancing for A2, C1, C2, C3A, C3B, and 5.5 hours of C4. We also have a full day dancing for A1 dancers on Saturday.
- \* We use Wentworth ABC and Chedoke ABC from Thursday evening until midnight Saturday. We also use 201 as a hospitality room for callers and the committee for the same time period. Webster ABC is used for cash luncheons Friday and Saturday and 202 or equal is used Friday at Dinner time for the caller's banquet.
- \* The Convention Centre provides a cash luncheon at noon each day and we have a banquet for the committee, callers and wives at the Convention Centre on Friday.
- \* Due to inclement weather conditions at this time of year, we provide a shuttle service to and from the Royal Connaught and Holiday Inn hotels throughout Friday and Saturday.
- \* Dancers rank our convention as #1 in terms of facility and programming. But we are also the most expensive convention to attend even when the exchange rate on U.S. funds is taken into account. We are #3 in terms of dancer attendance for challenge events. The National Challenge Convention is #1. The #2 spot is occupied by a fairly recent convention located on a college campus in Toledo. The reduced cost of lodging is the primary reason for the larger numbers.



THE HAMILTON LOCATION - ADVANTAGES AND COMMENTS

- \* Hamilton was chosen because the Convention Centre was exactly the right size, and had all the facilities necessary.
- \* Hamilton is ideally located - away from the congestion of Toronto, yet easily accessible to Toronto International Airport. The QEW, 401 and 403 provide efficient routes from Buffalo, and Detroit. Entering and leaving the City are also quick and easy.
- \* Good accommodations were available although there were initially not enough rooms in the core of the City until the Sheraton opened. This eliminated the problem and added a distinct touch of class to the event.
- \* Americans love to eat and thoroughly enjoy the restaurants in Hamilton. Many reserve dinner at their favourite establishments as soon as they arrive. Many have commented on the variety of foods.
- \* Jackson Square is a major attraction for shoppers. We can name several couples who do much of their Christmas shopping here. A few couples come in on Wednesday just for that purpose. One year a lady purchased a \$2000. fur coat. One of the callers wives spent over \$1000. on china all because there was a sale on special items she wanted. Some dancers skip a morning or afternoon session in order to shop. We have no idea how much shopping activity occurs, but it is probably substantial because of the exchange rate and the large number of Americans.
- \* We know of two couples who come early each year to see the Mum show and another couple who search for antiques. Thanks to the Lady Hamilton club, several dancers have visited Dundurn Castle and the R.B.G. Some stay after the convention to visit with non square dancing friends and relatives. The variation in activities here must be endless.
- \* Hamilton is a clean City with preserved historical architecture. The downtown core has a friendly appearance. And even more impressive, the streets are safe at any time day or night. Many couples have reiterated these observations. Americans openly say they like Hamilton and enjoy coming here. These points are reported to friends in the U.S. and many are not necessarily square dancers. We think promoting Hamilton this way is extremely important. The gesture of good will and the Canadian "touch of class" as it has been called is of immeasurable importance.

THE PROBLEM

We cannot pay the rental fees required and there is increased reluctance to use subsidy funds to meet our obligations. Conspiring against us is the growing popularity of the Convention Centre, the time of year, and the strong desire to fulfil one of the Convention Centre mandates - make a profit.

REASONS FOR THE PROBLEM

- \* Registration fees for the convention must be comparable to those in the U.S. We now charge a higher rate per dancing hour than the National Challenge Convention even when the exchange rate is taken into account. To meet your rental fees, our registration cost would have to almost double. Dancers will not support a fee that high. Our convention is already considered to be the most expensive because of the cost of accommodations. The Sheraton has a convention rate higher than some Hotels close to downtown Toronto. It is higher than the Queen Elizabeth Hotel in central Montreal and of course well above convention rates in the U.S.
- \* We cannot compete with package deals offered by major convention centres in the U.S. For example, here are some of the packages available in the U.S.
- \* If 1000 room nights are rented in a City, the Convention Centre rental is waived. A sliding scale is used for shortfalls.
- \* Rental fees depend upon the type of activity. Some of the categories include trade shows, business and industrial conventions, recreational or sports activities, cultural activities, political conventions, and charitable activities. If the event is international in scope and/or involves recreational and/or cultural non profit activities, the rental is again waived or drastically reduced.
- \* Free parking for delegates is generally provided.
- \* When hotels or campgrounds are some distance from the Convention Centre, free shuttle service is provided.
- \* Competition among Convention Centres is keen and negotiated packages not generally divulged. We were able to obtain some information because of our good working relationships with organizers in the U.S.
- \* The National Challenge Convention in the U.S moves anywhere in the eastern half of the Country in order to obtain the best package for the dancers. In the last three or four years, the Convention Centre at Virginia Beach has become a major bidder. The NCC has just signed a five year contract with Virginia Beach. Details are not available but according to our source, "it was a deal you couldn't refuse".



We don't have many of these options. There aren't many Convention Centres in Canada which are suitable either because of size or geographic location. The Convention Centre in Vancouver, British Columbia has invited us to move there but it is difficult to operate a convention at arms length. We must admit that there is excellent potential in BC because square dancing is growing rapidly all along the west coast. Weather is not a hindrance.

We could take advantage of the U.S. packages by moving there. But then it would only be run by Canadians. That would do nothing for Canada.

Other major events in the U.S. prevent us from moving the time of year. It would generate a conflict which would be construed as infringement. There is already some sensitivity because of the high quality of our convention.

Only this part of Ontario has a significant challenge square dance population. If we are to encourage the Canadian challenge component to come, it should be located close to the maximum population density.

In Hamilton, as of this year, free parking has been withdrawn. This adds to the expense of the week-end and discriminates against delegates staying at the Sheraton because they do not have sufficient parking. We expect some very negative feedback from dancers this year. Our convention has the highest preregistration for the next year of any convention. Last year, we dropped 10%. We feel the announcement of no free parking was the cause. Its pretty hard to justify parking fees when people drive 10 to 15 hours to get here especially when these people have free parking at other convention. It looks worse when we withdraw this amenity after providing it for so many years.

In Hamilton, we must pay for the shuttle buses. They have been in place since 1984 and are extensively used by people staying at the Royal Connaught and Holiday Inn.

### MONEY MANAGEMENT

Annual fluctuations in attendance change the operating capital by as much as \$4000. To us that is a significant change and can seriously affect operations the next year. The callers are not paid as much as they receive from their National Challenge Convention. They call more hours here. The steering committee works voluntarily while most organizers in the U.S. receive an honorarium based on attendance. All other costs are firm each year and cannot be reduced. We have carefully investigated our expenses and there is no possibility of approaching your rental requirements.

OUR NEEDS

If this convention is to stay alive, the following requirements must be met annually.

- \* Spacial - Wentworth ABC Thursday evening, all day Friday and Saturday.
  - Chedoke ABC Thursday evening, all day Friday and Saturday.
  - Room 201 Thursday evening, all day Friday and Saturday.
  - Webster ABC for cash lunches both Friday and Saturday, with double serving lines in the lounge.
  - Room 202 or equal Friday for dinner.
  - Some time Thursday afternoon to set stages and decorations.
- \* Parking - Free parking for all delegates from Thursday noon until Sunday noon.

We can guarantee only \$4000. for rental in 1990, and it must not escalate beyond the inflation rate annually otherwise we simply cannot pay it. We paid \$5000. last year and lost \$1000. Initially, we thought we could manage another year at \$5000. but if registrations don't materialize at the door, we will be bankrupt.

THE BEST WE CAN DO

- \* In terms of space occupied, we can give up using the lounge and Webster ABC for lunches Friday and Saturday. We will reduce the program so that lunches may still be offered by the Convention Centre, but they can be set up in Wentworth A. This will permit rental of Webster each of the three days.
- \* Should another function need Thursday afternoon, we can manage as long as we can begin set up around 5 PM.
- \* We can investigate the possibility of a dinner banquet.
- \* The people affected most by the withdrawal of free parking are those staying at the Sheraton. They must always park elsewhere and they pay a significantly higher price for their rooms. Those staying at the Royal Connaught and Holiday Inn pay nominal fees and have free shuttle service for all dance sessions except Thursday evening. Perhaps free passes could be given to only Sheraton guests who have cars. Dancers who elect to stay in area motels will not receive passes because their room rate is substantially less. Although this approach discriminatory, it might help to encourage dancers to stay at one of the three hotels. We can easily determine who they are and administer the distribution of the passes. The parking cost was \$3700. in 1986, \$2400. in 1987, and \$4000. in 1988. Some reduction should occur with this option.
- \* We are willing to pledge more revenue any year which generates surplus funds. For example, every 5 squares in attendance beyond the number required to break even will generate another \$1000 which can be paid to the Convention Centre.



THE FUTURE

Throughout this past year, our committee consulted with many dancers, callers and organizers. It became clear to us that this convention is one of the best. We realize now that the CCC in Hamilton has achieved international recognition and acceptance. It is the only challenge convention in Canada. Five years ago no one attended from California. This year almost two squares are coming.

We would like the event to continue through 1995 and perhaps well beyond that. But we don't expect to find ourselves required to explain our inability to meet financial obligations every year. We simply retrace old ground. There is very little more we can do. If annual subsidies will not be available, the convention must be terminated. November 1990 is our tenth convention. If it is to be shut down, that is the year to do it. We need to know within a few months exactly what direction the future will take.

CLOSING COMMENTS

When looking over the 1988 annual report from HECFI, some interesting statistics from 1987 are revealed. You had 22 conventions averaging 900 delegates each. But one was the National Square Dance Convention which had 8000 delegates. The remaining 21 conventions have an average of 570 delegates. Therefore ours at 1000+ from that year is one of the largest. About 800 were American. That means the entire monetary expenditure from those people represents capital flowing into Canada and in particular into the economy of Hamilton. Sal Farrauto pointed out at one of our meetings, that more revenue could be obtained from one food and beverage event than our convention. That may be true but it would not do as much for the community. The number of people and their length of stay are major determiners of the revenue provided to the community. While one of your mandates dictates that you make money, another requires that you assist the local economic growth and development. We are prepared to come every year as outlined above. We leave very little mess and do no damage anywhere. We are 80% American and we are promoting international good will through what may soon become a national cultural activity. We are now one of the longest running conventions at the Hamilton Convention Centre.

You want roughly \$18 000. in rental. We want free parking at a cost of about \$4000. and will pay \$4000. The loss is \$18 000. Based on the 1988 Annual Report from HECFI, this would consume 6.8% of the subsidy given to the Convention Centre by the City in 1987. It would constitute 8.5% of the loss in revenue for that year. Is this significant when the value of the convention to the City is considered? How quickly would a net profit of \$18 000 be generated by the activities of 1000 to 1200 people in the City for three days? We believe you know the answer.

When the 8000 dancers descended on Hamilton in 1987, who do you think initiated the process? We showed the local dancers and callers that the Convention Centre had excellent facilities. We discussed the possibility of having the National at Hamilton long before the Convention Centre was approached.

You want people to become Convention Ambassadors according to local radio advertisements. We have been for nine years and would like to continue for at least another six years. Are you willing to support us? Hopefully, you now understand what we do, how we do it, the importance of continuing it, and the impossibility of meeting your demands when compared to comparable conventions in the U.S.

If there are any unanswered questions, we would be pleased to appear before the Committee to respond.

Sincerely,

Don and Carol Terry  
Chairpersons  
Hamilton Area Challenge  
Square Dancers Inc.



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

HECFI

SPECIAL EVENTS SUBSIDY FUND

APPLICATION FORM

\*IMPORTANT NOTICE\*

- All requests for subsidization from the HECFI SPECIAL EVENTS SUBSIDY FUND must be approved/rejected by the HECFI Executive Committee and the HECFI Board of Directors prior to the event actually taking place.
- The person(s)/organization requesting subsidization from the HECFI SPECIAL EVENTS SUBSIDY FUND should be advised that their request will not be considered if similar requests are being made or may be made to the Regional Municipality of Hamilton-Wentworth and/or to The Corporation of The City of Hamilton.

Revised October, 1989 and Replaces August, 1989

....Page 1 of 6

**HECFI SPECIAL EVENTS SUBSIDY FUND**

**APPLICATION FORM**

1. **EVENT NAME:** "1990 Hamilton Spectator Indoor Games"
2. **EVENT DATE(S):** January 11th and 12th, 1990
3. **FACILITY(IES):** Copps Coliseum
- \_\_\_\_\_
- \_\_\_\_\_

4. **HECFI MANAGEMENT/EXECUTIVE COMMITTEE RECOMMENDATION:**

That the Basic Building Fee of \$13,000.00 along with an additional \$6,500.00 to be applied against the Event Sheet/Event Staff Charges as incurred by the 91st Highlanders Athletic Association for the use of Copps Coliseum for the "1990 Hamilton Spectator Indoor Games" (January 11th and 12th, 1990) be financed by the HECFI Special Events Subsidy Fund up to a maximum of \$19,500.00; and

That HECFI be recognized as a major sponsor of the event.

Date: November 2, 1989

5. **HECFI BOARD OF DIRECTORS RECOMMENDATION:**

Date: \_\_\_\_\_, 19\_\_



6. **PERSON(S)/ORGANIZATION REQUESTING SUBSIDIZATION:**

91st Highlanders Athletic Association  
**Full Legal Name Required of Person(s)/Organization(s)**  
**Address:** c/o 1 James Street South  
Hamilton, Ontario  
L8P 4R5 525-1629  
**Postal Code Telephone Number**  
**Contact Person(s):** Mr. Stan Ruhl  
c/o 1 James Street South, Hamilton, Ontario.  
L8P 4R5 525-1629  
**Postal Code Telephone Number**

7. **HAS A WRITTEN REQUEST/PROPOSAL BEEN RECEIVED?** ☒ **yes** ☐ **no**

\*If YES it should be attached hereto:

8. **IF IT IS A PERSON(S) MAKING THE REQUEST, WHY IS IT FELT THAT SUBSIDIZATION IS JUSTIFIED?**

9. **IF IT IS AN ORGANIZATION MAKING THE REQUEST, ANSWER THE FOLLOWING:**

- **IS THE ORGANIZATION PROFIT ORIENTED?** ☐ **yes** ☒ **no**
- **IS THE ORGANIZATION NON-PROFIT?** ☒ **yes** ☐ **no**
- **IS THE ORGANIZATION CHARITABLE?** ☐ **yes** ☒ **no**

\*IF YES WHAT IS CHARITABLE NUMBER - \_\_\_\_\_

10. **IF IT IS AN ORGANIZATION MAKING THE REQUEST, WHAT ARE THE GENERAL OBJECTS AND/OR PURPOSE OF THE ORGANIZATION:**

To supply a venue for local athletes to compete locally, regionally, and on an internationally competitive basis.

11. LIST THE EXECUTIVE OFFICERS OF THE ORGANIZATION:

| <u>Name</u>                 | <u>Address</u>               | <u>Telephone</u> |
|-----------------------------|------------------------------|------------------|
| Don Bowman, President       | c/o 52 West Crest, Ancaster. | 525-1629         |
| Jim Simpson, Vice President |                              |                  |
| Norm Haac, Past President   |                              |                  |
| John Auld, Treasurer        |                              |                  |
| Brian Maraj, Secretary      |                              |                  |

12. WHAT IS THE NATURE OF THE EVENT TO BE HELD?

Indoor Track and Field Meet

13. HOW MANY PEOPLE WILL ATTEND THE EVENT?

6,000 - 7,000

HOW MANY PEOPLE ARE EXPECTED TO COME FROM OUTSIDE GREATER  
HAMILTON? 1,500

14. WHAT IS THE EXPECTED BENEFIT FROM THE EVENT?

Preparation of local athletes and development of international athletes.

15. IS THIS EVENT, OR COULD THIS EVENT, BE AN ANNUAL EVENT IN THE HECPI FACILITY(IES)?

☒ Yes

☐ No

IF YES, WILL SUBSIDIZATION BE REQUESTED IN FUTURE YEARS?

☒ Yes

☐ No

16. IF THE APPLICATION FOR SUBSIDIZATION IS REJECTED, WOULD THIS EVENT BE HELD IN ANOTHER CITY?

☐ Yes

☒ No

If YES, give explanation:

17. WHAT IS THE ESTIMATED ACCOMMODATIONS, SPENDING AND INCREMENTAL REVENUE BENEFITS TO THE CITY OF HAMILTON? (Based on current IACVB figures)

1,500 people x 1 days x \$ 50. + -\$ 75,000.

18. WHAT BENEFITS (financial, exposure, etc.) WILL BE GENERATED TO THE CITY OF HAMILTON AND THE HECFI FACILITIES BY THIS EVENT?

HECFI will be recognized as a major sponsor of all advertising and promotional activities for the event.

19. WHAT DEAL WOULD THE FACILITY(IES) NORMALLY BE PREPARED TO NEGOTIATE FOR THIS EVENT?

As negotiated.

20. DOES THE SUBSIDIZATION REQUEST INCLUDE A PARKING FEE REDUCTION FOR VISITORS/DELEGATES? Yes ☒ No

If "YES", what is the dollar amount? - \$ \_\_\_\_\_

21. WHAT IS THE TOTAL AMOUNT OF SUBSIDY REQUEST IN DOLLARS?  
\$ 19,500.

22. IF THE FULL SUBSIDIZATION REQUESTED WAS APPROVED, WHAT IS THE DIFFERENCE IN DOLLARS TO THE FACILITY(IES) IN LOST REVENUE? -  
\$ 19,500

23. WHAT IS THE MAXIMUM SUBSIDIZATION HECFI MANAGEMENT WOULD RECOMMEND, IF ANY?

\$19,500.00 as according to HECFI Special Events Subsidy Fund Guidelines and Procedures.

24. HAS A REQUEST(S) BEEN MADE TO THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH OR TO THE CORPORATION OF THE CITY OF HAMILTON FOR SUBSIDIZATION?

Yes

☒ No

25. DOES THIS REQUEST MEET THE GUIDELINES OF THE HECFI SPECIAL EVENTS SUBSIDY FUND? IF NOT, PLEASE EXPLAIN.

No, to the extent of \$6,500 for event charges.

26. HECFI MANAGEMENT APPROVALS:

Facility Director - John T. Cramer Date: Nov 7/89

Facility Director - \_\_\_\_\_ Date: \_\_\_\_\_

Director of Finance  
& Administration - John C. Lensen Date: Nov 7/89

Managing Director/  
CEO John Macaluso Date: Nov 7/89

\* Check box if support documentation attached -

Revised October, 1989 and  
Replaces August, 1989



**HECFI SPECIAL EVENTS SUBSIDY FUND  
GUIDELINES & PROCEDURES**

**CRITERIA TO QUALIFY:**

- For an event to qualify as a "Special Event" in one or more of the HECFI facilities (Hamilton Place Theatre, Hamilton Convention Centre, Coops Coliseum) for subsidization from the HECFI SPECIAL EVENTS SUBSIDY FUND, it must be an event which will provide a direct benefit to the City of Hamilton, the local economy and community at large (Example: major conventions, political conventions, national and international events, some special local events).
- Final determination as to whether an event qualifies as a "Special Event" and the amount of subsidization is subject to the approval/rejection of the HECFI Board of Directors.

**LIMITATIONS OF SUBSIDIZATION:**

- if a request/proposal is approved as a "Special Event" the following should be the limitations of subsidization except at the direction of the HECFI Board of Directors:
  - the maximum subsidization should be limited to the full normal licence/rental fee for the use of the facility(ies);
  - never subsidize Event Staff and Event Sheet Charges as these are actual out-of-pocket operating costs of the facility(ies);
  - never subsidize Ticket Box Office charges;
  - never make any financial contribution/ donation to the event.

\*If the City of Hamilton wants to go beyond the above, it should be done totally separately and out of another budget area.

**PROCEDURE TO SCREEN REQUESTS:**

- All requests/proposals for subsidization that involves the use of one or more of the HECFI facilities, whether originating internally or externally, must be re-directed immediately to the HECFI Managing Director/Chief Executive Officer.
- The HECFI Managing Director/Chief Executive Officer in conjunction with the pertinent facility Director(s) will then contact the person(s)/organization directly and proceed to collect the information in writing in order to assist in documenting and determining why it is felt that the event should or should not qualify to be a "Special Event" and be eligible for subsidization.
- Some person(s)/organization(s) will be required to document in writing why it is felt that their event should qualify to be a "Special Event".
- The HECFI Managing Director/Chief Executive Officer in conjunction with the pertinent facility Director(s) will then prepare the HECFI SPECIAL EVENTS SUBSIDY FUND APPLICATION FORMS including their recommendation of approval or rejection.
- All HECFI SPECIAL EVENTS SUBSIDY FUND APPLICATION FORMS, regardless of whether the HECFI management recommendation is for approval or rejection will be brought forward to the HECFI Executive Committee for its review and consideration.
- The HECFI Executive Committee will then bring forward its recommendation to the next HECFI Board of Directors meeting.
- Those events which qualify and are approved by the HECFI Board of Directors as "Special Events" and are to receive some subsidization from the HECFI SPECIAL EVENTS SUBSIDY FUND will then be referred back to HECFI management for implementation.

**MISCELLANEOUS:**

- The "Special Event" user must acknowledge in its advertising/promotional material the assistance of THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. and THE CORPORATION OF THE CITY OF HAMILTON.
- Whenever subsidization is approved for a "Special Event", the subsidization amount will be transferred out of the HECFI SPECIAL EVENTS SUBSIDY FUND over to the pertinent facility(ies) to off-set what would otherwise be a loss of normally anticipated revenue.



# 91<sup>ST</sup>



## HIGHLANDERS ATHLETIC ASSOCIATION

BOX 213  
*Hamilton 10, Canada*

TELEPHONE: 522-1410  
EVENINGS, 634-2066  
AREA CODE 416

October 5, 1989

Please address reply to:  
P.O. Box 1962, Brantford Ontario  
N3T 5W5 - Tel. (519) 756-5264  
FAX 519-756-2323

Hamilton Entertainment & Convention Facilities Inc.  
101 York Boulevard  
Hamilton, Ontario  
L8R 3L4

Attention Mr. Gabe Macaluso  
Executive Director

Dear Gabe:

Let me first express my sincerest congratulations and good wishes in your recent appointment. If we can be of any assistance please feel free to call on us.

As you are aware the 91st Highlanders Athletic Association has held an annual Indoor Track meet for 64 years. The last four of these events have been staged in Copps Coliseum.

During our time in Copps Coliseum we have been fortunate enough to have received financial guarantees from H E C F I. While we have not had to draw on these guarantees every year we have the past two.

Over our years of dealings there have been a number of suggestions that we seek other sources from the City of Hamilton (ei Executive Committee etc..) however, each time we have been referred back to H E C F I.

On January 12, 1990 we will undertake our most aggressive program to date. We would again appreciate your continued support.

In 1989 H E C F I undertook to cover a deficit of up to \$18,000; forgiven rent for Thursday afternoon competitions of \$3,500.

For 1990 following our success of attracting an overflow entry in our elementary and high school programs we would like to extend our meet to fill both Thursday 9 am to 5 pm and Friday 8 am to 11 pm and we therefore, ask your consideration of the following:

Over to page (2)



- 1) Rental of facility for time required to remain at \$6,500., with the forgiveness of rental for Thursday with set up and preparations to be made on Wednesday night.
- 2) As in the past labor costs incurred for our event to be borne by our Association.
- 3) Waving of fee deduction of percentage of promotional sales for our event. It is anticipated that 80% of projected sales will be to students - we would like to promote our event with lower prices in order to increase public awareness - by waving fees we can lower prices by the amount of fee, in addition we will be reducing the Association's portion.
- 4) \$25,000. in definite protection - for explanation we enclose a copy of our 1990 budget for your perusal. We would be most happy to meet with you and your committee to review our proposal.

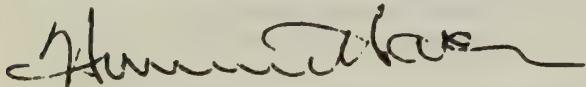
The Hamilton Spectator Indoor Games was the only meet in North America that increased athletic participation, increased sponsorship and a nominal decline in attendance. We are in fact in a better financial position at the end of 1989 than we were in 1988.

It is our belief that in spite of the negative press Track and Field will return to favor and that the youth of Hamilton have and will support this event.

Thanking you for your kind consideration, we remain,

Yours truly,

91st HIGHLANDERS ATHLETIC ASSOCIATION



Norman Haac

NH/gk - Enclosure

215

1875

1875

1875

1875

1875

1875

1875

1875

1875





**Hamilton  
Entertainment  
and Convention  
Facilities Inc.**

Schedule "E"

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

John A. Leuser, C.A.

**FROM** Director of Finance and Administration **DATE** October 30, 1989  
Name & Title

**FOR ACTION** ☒

**FOR INFORMATION** ☐

**TO: BOARD**

(OR)

HECFI Executive

☒

**SUBJECT**

Committee

Centrex Telephone System for HECFI

**RECOMMENDATION**

That approval be given to acquire a Centrex Telephone System from Bell Canada for a capital cost outlay not to exceed \$50,000; and

That financing for this project be provided from the unspent funds remaining in Capital Account CF 5010 928651003, Facility Management System.

**BACKGROUND**

City Hall and the Region have a Centrex telephone system which links them and allows quick internal calling by using a four digit extension system.

At the present time, both Hamilton Place and the Hamilton Convention Centre own their own separate non-Bell telephone systems and Copps Coliseum owns its two systems (purchased from Bell). The systems at Copps Coliseum are fully utilized and no further lines or extensions may be added. Periodically there have been problems reported in getting through to Copps Coliseum at peak usage times. As well, there is a current need to expand the number of lines for the Box Office/Telephone Room which cannot be done with the present system.

In reviewing possible solutions to increasing line capacity at Copps Coliseum and reducing problems handling incoming calls it became apparent that Copps Coliseum would benefit from a new telephone system. Accordingly, a tie in with the Centrex system at City Hall and the Region is being proposed.

The advantages of this system include:

- providing virtually an unlimited number of outgoing lines. Calls between HECFI facilities, City Hall and the Region can be made internally by using the four digit extension system without the necessity of going through the switchboard. This will also lessen dialling time and will not utilize lines which could otherwise be used for incoming calls. As a result, fewer instances of "busy signals" will occur on incoming calls;
- allowing up to six incoming calls to be stacked after receiving a recorded message that an operator will be available shortly. This reduces the occurrences of "busy signals";
- containing an automatic sequencer which directs calls sequentially to operators on a "first come - first served" basis. This is extremely useful in the Box Office Telephone Room where better customer service will result;

- allowing transfers of incoming calls between HECFI facilities. For example, a promoter could call Hamilton Place to check on the availability of dates and then be transferred to a Copps Coliseum extension to check for available dates there. At the current time this would necessitate two phone calls by the promoter.
- allowing twenty-four hour service since the main equipment would be housed off-site in a nearby Bell Canada building. This would also save money by reducing service calls.
- allowing for savings in long distance charges by utilizing the Toronto lines presently available with the Centrex system at City Hall and the Region. As well, detailed printouts of long distance calls for extension will enable better monitoring and control of charges. In 1989, long distance and watts line charges will approximate between \$27,000 and \$30,000 on an annual basis.

The new system maintains several features of the current system including:

- an ability to restrict phones on which long distances calls may be made;
- an ability to maintain departmental billing allowing for proper accounting allocation of costs.

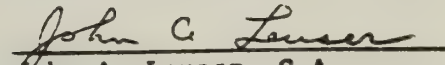
The telephone number for the Box Office Telephone Room will remain unchanged which is a significant factor from a customer relations standpoint. In respect of HECFI's other telephone lines it will be necessary to change numbers. As a result, when we re-order stationery and business cards a change in telephone numbers will be required.

The attached estimated cost schedule (Schedule I) shows a monthly operating cost of \$5,477.81 for the Centrex system if one switchboard is maintained for HECFI. However, it should be noted that this estimate is based on maintaining all of the existing private lines which currently cost approximately \$1,013.10 per month. These private lines were initiated primarily to avoid tying up the incoming trunk lines. Under the Centrex system, all of the existing private lines could be eliminated, since there would no longer be a need for them.

Thus, if HECFI were to eliminate all private lines and utilize only one switchboard, the estimated monthly operating costs would be approximately \$4,464.71 for the Centrex system and \$4,907.97 for the present systems. This would represent an operating saving of approximately \$443.26 per month. In addition, savings in long distance charges could also be achieved since HECFI would then have access to the City of Hamilton's Toronto lines, the cost of which would be absorbed by the City, not HECFI.

In conclusion, the Centrex system would result in the following advantages for HECFI:

- (1) savings in monthly operating costs, including long distance charges;
- (2) service improvements, especially in respect of the Box Office;
- (3) sufficient line capacity for HECFI well into the future; and
- (4) possible better utilization of staff within HECFI by having one switchboard instead of three separate ones.

  
John A. Leuser, C.A.  
Director of Finance  
and Administration

JAL:he

Attachments





THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

Department of Engineering  
71 Main Street West, Hamilton, Ont. L8N 3T4 (416) 526-4170

Refer to File No.

Attention of E560-31

Your File No.

October 18, 1989

TO: Mr. John Leuser  
Director, Finance and Administration  
HECFI

FROM: Mr. Steve Barley  
Regional Engineering

SUBJECT: CENTREX TELEPHONE SYSTEM

As requested, please find attached the estimated costs for incorporating the Centrex telephone system into the HECFI complex.

The costs are based on preliminary site surveys done by Bell personnel (Mr. Dave Moriarity).

The capital costs will be \$39249.00 plus 10% federal and 8% provincial taxes for a total of \$46627.00 .

Monthly operating costs will be \$4610.95 plus 10% federal and 8% provincial taxes for a total of \$5477.81 .

The figures include your local trunk lines, the existing 1-800 and private lines.

If you require further information, please contact me at 526-4484.

SB;sb



H.E.C.F.I.

COPPS

88 Centrex Lines

26 Meridian 5209

34 Unity II

8 Unity Plus

13 2500 Sets

CONVENTION CENTRE

56 Centrex Lines

10 Meridian 5209

6 Meridian 5009

3 Unity II

43 2500 Sets  
(From Stock)

HAMILTON PLACE

41 Centrex Lines

16 Meridian 5209

28 2500 Sets  
(From Stock)



**Hamilton  
Entertainment  
and Convention  
Facilities Inc.**

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

Gabe Macaluso, Managing Director/C.E.O.

**FROM** John A. Leuser, Director of Finance and Administration **DATE** October 30, 1989

Name & Title

Administration

**FOR ACTION** ☒

**FOR INFORMATION** ☐

**TO: BOARD**

(OR)

HECFI Executive  
Committee

☒

**Subject**

Terms of Reference regarding Comprehensive Audit

**Recommendation**

That the HECFI Board of Directors be requested to recommend to the City's Comprehensive Audit Sub-Committee that a Comprehensive Audit be undertaken for HECFI with the following terms of reference:

To review, evaluate and recommend changes regarding the effectiveness of the following:

- (1) the roles of:
  - (i) the Managing Director/C.E.O.;
  - (ii) other Department Heads;
  - (iii) the Committees and their Chairmen;
  - (iv) the Board and its Chairman.
- (2) the reporting relationship between the HECFI Board and City Council
- (3) the composition of the Board and its Committees
- (4) the administrative policies and procedures

**Note:** In accordance with the direction of the Special Audit Committee meeting on October 3, 1989, Messrs. Gallagher, McFarland, Macaluso and Leuser met on October 24, 1989 and prepared the above terms of reference for an initial Comprehensive Audit of HECFI. The Chairman of the Special Audit Committee, Mr. Tidball, reviewed this report with the Director of Finance and Administration and concurred that it be brought forward to the HECFI Executive Committee for consideration.

### Background

The creation of The Hamilton Entertainment and Convention Facilities Inc. (HECFI) was recommended by City Council on September 18, 1984 and approved by the Provincial Government on December 18, 1985 by enactment of Bill PR34. A Board of Directors, comprised of 9 citizen members and 5 council members including the Mayor was appointed by City Council to manage the three facilities. The HECFI Board of Directors established a separate committee for each facility and approved Mr. Brian K. Conacher as the first Managing Director/C.E.O. to manage the organization commencing January 1, 1985. On December 9, 1986, City Council requested that the Province revise the structure of the Board of Directors and increase the council representation from 5 to 8 members including the Mayor. This request was approved by the Provincial Government on May 24, 1988 by enactment of Bill PR67. As a result, the HECFI Board of Directors is currently comprised of 9 citizen members and 8 council members, including the Mayor.

The Marketing Manager who was appointed on August 1, 1985 resigned on December 31, 1987 and this position has remained vacant since that time. The responsibility for sales was then assumed by each Facility Director with the responsibility for Marketing Services assumed by the Managing Director/C.E.O., Mr. Brian K. Conacher. Mr. Conacher resigned on March 1, 1989 and his replacement, Mr. Gabe Macaluso's appointment was not effective until August 14, 1989, and he has now proposed the re-establishment of the Director of Marketing position including the responsibility for sales.

While HECFI has been operating fairly efficiently, since its establishment, there is always room for improvement in any organization. The recent changes in the organization and the proposed re-organization by Mr. Macaluso would indicate this could be an opportune time for a review. We are, therefore, recommending that a comprehensive audit of the organization be undertaken, but not in its entirety. The initial phase of the comprehensive audit should, in our opinion, involve the review, evaluation and recommendation of changes regarding the effectiveness of the following:

- (1) the roles of:
  - (i) the Managing Director/C.E.O.;
  - (ii) other Department Heads;
  - (iii) the Committees and their Chairmen;
  - (iv) the Board and its Chairman.
- (2) the reporting relationship between the HECFI Board and City Council
- (3) the composition of the Board and its Committees
- (4) the administrative policies and procedures

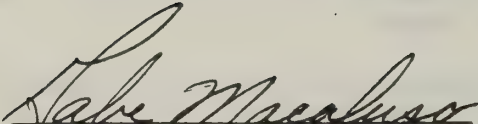
After completion of this initial phase of the comprehensive audit, an ongoing comprehensive audit programme in future years would be considered for various HECFI departments on a rotational basis.

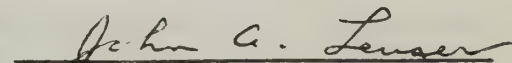
Comprehensive Audit -  
Definition

"A comprehensive audit is an examination that provides an objective and constructive assessment of the extent to which:

- financial, human and physical resources are managed with due regard to economy, efficiency and effectiveness; and
- accountability relationships are reasonably served.

The comprehensive audit examines both financial and management controls, including information systems and reporting practices, and recommends improvements where appropriate."

  
Mr. Gabe Macaluso  
Managing Director/C.E.O.

  
Mr. John A. Leuser, C.A.  
Director of Finance  
and Administration

JAL:he





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

Schedule "G"

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4

Tel. 416/527-7900

**FOR INFORMATION**

**MEMO TO:** Copps Coliseum Committee  
Hamilton Place Theatre Committee  
Hamilton Convention Centre Committee  
H.E.C.F.I. Executive Committee

**FROM:** Mary Webb, Marketing Services Manager

**DATE:** October 17, 1989

**SUBJECT:** **MARKETING SERVICES REPORT - OCTOBER 1989**

This report covers marketing and promotion for the period September 12 - October 17, 1989 for Copps Coliseum, Hamilton Place Theatre and Hamilton Convention Centre.

COPPS COLISEUM

NHL

David Watkins has been working with Mr. Gerry Patterson on NHL bid activities, especially in areas of market research and development of presentation.

1990 MEMORIAL CUP

Work on ticket packaging/promotion strategies has begun. OHL commissioner Dave Branch visited Hamilton October 12 to meet with Host and Marketing & Promotion Committees.

SERTOMA CLUB

David Watkins made presentation including hockey bid video material, September 12 meeting of Sertoma Club.

CHICAGO BULLS VS NEW JERSEY NETS

This event has been aggressively promoted by Sports Productions Inc. in conjunction with Copps Coliseum. Halftime production arrangements have been finalized with CHCH-TV and Collegiate Sports. Collegiate created NBA window displays in three Hamilton stores. Ticket promotions were executed with CHAM, CKOC, CHML, CKDS, CHYM Kitchener, HTZ-FM St. Catharines, FM 108 and the Spectator. TV buy was executed with TV. 11. Ads were purchased in The Silhouette. David Watkins also involved with the game operations.

#### INTERNATIONAL JOINT COMMISSION

David Watkins continued in his capacity on Host Committee for this conference, assisting with media list, media releases and other promotional activities.

#### DUKES OF HAMILTON

Program ad has been developed promoting Memorial Cup and will run in Dukes program beginning next month.

#### ALABAMA

Copps Coliseum supplemented promoter advertising efforts with two Spectator ads (\$700.00).

#### CANADA'S NATIONAL TEAM VS SOVIET UNION

Meeting was held with Donald Beauchamp of Hockey Canada. Local promotion committee now in place for this December 11 event. An approach has been made to bring Spectator carriers to this game. An open practice for Team Canada is being considered as part of a December 10 double header with the Dukes game.

**HAMILTON PLACE THEATRE**

Hamilton Place marketing staff have been heavily involved with fourteen (14) promoters, and managers planning and implementing the promotion for fifteen (15) shows. Promoters are being extremely budget cautious and are not willing to plan advertising schedules in advance. Their decision to run advertising is being done at the last minute thus making extra work for marketing staff. This promotion has been a staff priority over the past month.

**FESTITALIA GALA SPECTACULAR - SEPTEMBER 16**

Close liaison was maintained with Festitalia promoter. Ad was created and placed in Guelph and Hamilton newspaper. Radio spot was written for Guelph Italian radio program. Program was produced.

**JERRY LEE LEWIS - OCTOBER 6**

With one week to sell this attraction, the Jerry Lee Lewis show was very time consuming from September 28 to October 6. Media could not have been more co-operative or understanding and helped us enormously. Print ads were created and placed; radio spots were written and booked on four radio stations; contra radio spots were negotiated; special last minute Jerry Lee radio spot was sent and accepted by all stations. Interviews set-up with Jerry Lee and local media were constantly being rescheduled during the week as Mr. Lewis was remiss in his follow up. These interviews were particularly important due to Jerry Lee's image of 'no show'. Tom Burrows and Mary Webb were in constant contact with the "Killer's" management and media. With a great deal of perseverance 3 of the 5 scheduled interviews did take place. Media understood Hamilton Place was doing everything possible to deliver interviews.

**U.S. AIR FORCE BAND - OCTOBER 7 & 8**

This was a Spectator presentation. Marketing worked closely with Stan Hollowell from City Hall in producing their house program.



**STEPHANE GRAPPELLI - OCTOBER 11**

Advertising was targeted at Jazz orientated radio stations such as CKLH, CKPC Brantford, CKTB St. Catharines and CFMX Toronto and radio contra was negotiated. Print ads were created. Jazz clubs were contacted.

**RITA MACNEIL- OCTOBER 18**

Marketing staff working with promoter, Bell Canada and CKLH Radio. Print ads created in liaison with promoter and Bell Canada. Advised promoter on ad schedule and box office response. An exclusive interview had been set up with Tom Cherington for CHCH.

**LORETTA LYNN - OCTOBER 26**

A late booking which required quick turnover on behalf of promoter. Through Spectator's co-operation, ads were accepted past deadline. CHAM Radio was contacted for a presents. Marketing staff is handling all aspects of promotion for promoter. CHAM Radio has been contacted for additional free promotion during the next two (2) weeks.

**THE NYLONS - OCTOBER 27**

All print advertising being done for promoter. Several changes in ad have been made. Promoter is handling his own radio.

**KIM MITCHELL - NOVEMBER 11 & 12**

Again marketing staff looking after print advertising with radio presents & buys (CKOC & HTZ-FM) being done by promoter. Close liaison with promoter on timing announcement of 2nd show being added. Ads have been re-designed due to changes in sponsorship.

**BELAFONTE - NOVEMBER 15**

Negotiated a CKDS presents for promoter. Also placing all print advertising schedule for promoter. Working with promoter, national tour sponsor (Procter and Gamble) and Box Office on the special Procter and Gamble discount coupon. Will be handling

interviews for promoter.

**FRED PENNER - DECEMBER 1**

Initiated and implemented advertising with promoter. Now with Spectator as local presentor, print advertising will be done by Spectator. With Hallmark Cards as the national tour sponsor, marketing and box office staff have been co-ordinating the various Hallmark promotions and Fred Penner after show parties.

**DICK WHITTINGTON - DECEMBER 19 - DECEMBER 23**

Initial early advertising was run in Spectator announcing the Hamilton engagement as O'Keefe was also advertising the musical. The scheduled print campaign will get underway in early November with radio and television advertising planned for December. Although radio and television come later, due to the heavy December booking schedules, these spots have to be booked now. CHCH-TV has been approached as the chief "presentor". Once the casting is confirmed print ads will be designed.

**CANADIAN BRASS - DECEMBER 22**

All promotion is being done by marketing staff for promoter. Ads suggested by promoter have been run but promoter is now considering reverting to ad originally suggested by marketing staff. Promoter is in process of deciding on a radio "presents" as recommended by staff.

**MAME - JANUARY 24 & 25**

Advertising schedule is yet to be determined. Starting date may well depend on how Dick Whittington is selling. Concentrating on group sales now with particular emphasis on the matinee for Seniors.

**NANA MOUSKOURI**

Initial contact with promoter has been made regarding group bookings and ticket prices. Fan clubs have already been calling re: tickets.



### GROUP SALES PROMOTION

The response to group sales promotion has been slow but this was anticipated in the initial stages. The positive side is that Janet Foster from the Region reported a very healthy interest when she recently attended the Travel Trade Market Place in Syracuse, Rochester and Buffalo. Our promotional flier was very popular. These market places were sponsored by the Canadian Consulate. Mary McChestney, Tourism Officer for the Region, will be visiting centres in New Jersey and New York State next week and will be promoting group sales for us.

Through Chris Hamilton of the Geritol Follies, we have taken orders for 276 tickets for the matinee performance of 'Mame' (six (6) buses at 46 tickets per bus). More sales from the seniors are anticipated. This could be our best source of sales during the next few months.

Additional group bookings include twenty-five (25) tickets for Nana; sixty (60) tickets for Belafonte and two bookings totalling 85 tickets for Dick Whittington.

Ken Foster of Canada Coach Lines has our flier and with their six (6) month lead time the tour operators may pick up Nana.

### CHAMBER OF COMMERCE

Contact is now being made with Chamber of Commerce executives in outlining areas. The initial contact is being made by letter followed by phone. Time does not allow for personal visits at this point.

### NEW WEEKLY ENTERTAINMENT GUIDE

An initial offer of two free pages of advertising (value \$700.00) were taken advantage of to promote all shows now on sale. The guide is being distributed throughout Mississauga, Oakville, Kitchener, Hamilton, Brantford, St. Catharines and Niagara Falls.

### BRABANT WEEKLIES

A new low rate has been negotiated with Brabant which will save us .48 cents a line.

**STUDIO THEATRE SCHOOL PRESENTATIONS**

A pitch has been made to Spectator for a feature story on our programming. Uniqueness of our program (no similar facility has such a program), plus the corporation support was stressed. A release has also gone out to the radio stations and weekly papers.

**HOUSE PROGRAM**

Four new advertisers have been obtained for program - Children's Garden, Beatty Hall Construction, CKOC/CKLH and White Star Cleaners.

**ONTARIO ARTS COUNCIL**

Mary Webb spent September 21 with staff and board members of the Ontario Arts Council while they were in town promoting their "Moving Forward" 5 year strategy plan.

**DAY SCENE CHCH-TV**

Bryan Cripps has acted as liaison with CHCH for their Day Scene broadcasts from the piano nobile. CHCH is now decided to use the piano nobile as a permanent location for Day Scene.



HAMILTON CONVENTION CENTRE

The following is a report detailing the September 20th Contact Group meeting, submitted by Bryan Cripps, Marketing Co-Ordinator for the Hamilton Convention Centre.

CONTACT GROUP REPORT

On Wednesday, September 20, a meeting took place between the Convention sales staff, Bryan Cripps of Marketing Services and five active meeting planners. They were:

Mr. Leo Podetz  
Manager, Training & Development  
Municipal Electric Association

Ms. Lynda Barrett  
Director of Conferences/Projects  
Canadian Home Builders Association

Ms. Ollie Thomson  
Consultant  
About Town Meeting Planners

Ms. Diane Karabinos  
President  
Auxiliary Meeting Services

Ms. Goldie Brass  
Director of Marketing Communications  
Shoppers Drug Mart

The purpose of the meeting was to provide members of HECFI staff with insight into the day-to-day business dealings of meeting planners and use this research data to make intelligent decisions with regards to sales and marketing. As an outline for the meeting, Bryan Cripps (Marketing), prepared a list of specific questions to be asked, (see attached). The meeting was chaired by Sal Farrauto (Sales), and recorded for later analysis.

Topics discussed:

Sales Brochure  
Floor Plans  
Sales Presentation...subdivided into:  
    Telemarketing  
    Sales Meetings  
    Trade Shows  
  
Incentives  
Trade Directories

SALES BROCHURE

It was found that Meeting Planners make a major distinction between "tourist style" promotional pieces and a "sales tool" which is highly preferred. They require a facts orientated piece that helps them with their work, one that can be kept as reference material and easily filed by city/province.

They were adamant about an honest representation of what they can expect when they arrive on site, i.e. no surprises.

The buying decision begins by choosing a city as location for the meeting or conference. This is a decision that is hard for the Convention Centre to influence to any great degree as promotion for the City of Hamilton seems to be in the hands of the Region but the Meeting Planners felt that at least to some extent, the Sales Brochure must reinforce the City promotion done by the Region.

FLOOR PLANS

Next to the Sales Brochure, Floor Plans of the facility are the most important "tool" we can supply meeting planners. It was felt that two sets are required. First, a small, simplified set which could be incorporated into the Sales Brochure and secondly, a larger and more detailed working copy which is supplied to the planner after a date is scheduled.

Again, these Floor Plans must convey a "feel" for the building. Planners want to "walk through the door for the first time and already know the facility"

### INCENTIVES

Quality gift items, tastefully conceived, were kept by the planners, but only if it was the first of such items received. (i.e. planners tended to keep only one paper weight, subsequent paper weights were discarded)

### SALES PRESENTATIONS

#### TELEMARKETING

Telephone sales calls were welcomed by the planners on four conditions:

- #1 The sales person has properly researched the planners company.
- #2 The sales person represents a viable facility which can physically handle the needs of the planner.
- #3 That point #2 above is quickly established during the call and confirmed by the meeting planner.
- #4 The sales person has some specific new information with which the planner can update his files.

#### SALES MEETINGS

Networking through industry associations was highly regarded by the planners; they liked working with people they know, but, on the other hand, did not want a sales meeting to become a social event.

Once again, researching the client thoroughly before making the sales call was deemed very important. The planners also had a very high regard for video tape presentations which were of professional quality.



There was general agreement that video conveyed an honest "feel" for the convention space which is usually lacking in sales literature. It was also perceived that Canadian facilities were lagging behind their counterparts in other countries when it came to the effective production and use of video presentations.

Photographs, honestly shot, which showed the potential of the convention space were also deemed useful but the best sales tool by far they thought, was the On Site Inspection. Planners see this as a chance to view the facility plus the city and thereby receive a true overall picture of what they are paying for and how it may fit into their future plans.

#### **INDUSTRY TRADE SHOWS**

Some division of opinion was evident among the planners as to the effectiveness of Trade Shows, but because Trade Shows remain an intricate part of promoting cities and facilities, we must give the "benefit of the doubt" to those planners who favoured Trade Shows.

Planners viewed Trade Shows as "one stop shopping", a very convenient way to gather information on various cities and facilities. They particularly liked the fact that they could remain incognito while gathering the specific information that suited their needs.

All agreed that sales would be hard to accomplish amid the distractions on the trade show floor but networking was easily achieved and an important goal to pursue.

#### **TRADE DIRECTORIES**

Meeting Planners do use Trade Directories, specifically ones distributed by their association.



**MARKETING QUESTIONS - CONTACT GROUP, SEPTEMBER 20, 1989**

**BROCHURE**

Do you appreciate unsolicited sales materials?

What information makes the sales material worth saving?

How is it saved?

How much information do you like to receive and specifically what kind of information do you initially want?

What information is best communicated through photographs?

What sales features deemed most important...the centre (size, service, price, location within the city, reputation): the city (attractions, location, image, hotels, local costs, accessibility)?

**FLOOR PLANS**

When deciding whether or not to book a facility, which do you find most useful, floor plans or city maps?

How is each used?

How do you use floor plans and city maps after the booking has been confirmed?

What information do you need on each?

What size do you prefer to work with?

**INCENTIVES**

Over the years, what incentive program sticks out in your memory?

What makes it memorable... a clever idea, it is something that you have kept, unique gift?

Was it mailed to you or delivered by a sales representative?

• **SALES PRESENTATIONS**

(no buying decision reached)

Tell us about the most unique sales presentation you have seen?

Did it have the ability to sell you on an idea or change your opinion about a facility or city?

Tell us about how you would go about selling a facility or city to meeting planners?

Do you see any advantages or disadvantages to using video presentations or flip charts in a sales meeting?

What other sales tools do you find effective?

Tell us about site inspections?

What makes them useful and enjoyable?

Do you mind touring a facility with a group of meeting planners or do you prefer personal tours?

How much time is needed to get a good feel for a city and its facilities?

How far can we reasonably expect meeting planners to travel for a site inspection?

Do you like to bring along a guest or spouse?

What kinds of incentives do you feel are necessary to encourage attendance?

**MARKETPLACE**

Tell us about a city or facility that sticks out in your mind as one that does a great job of using tradeshow effectively?

What makes it work... the people, the booth, the presentation?

How effective are private meetings, say in a hotel room, away from the tradeshow?

How important are contests, give-aways etc.?

What support material do you like to receive at the show?

**TRADE DIRECTORIES**

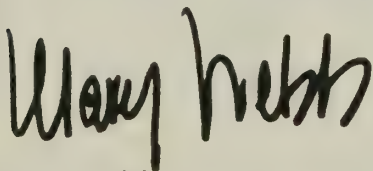
Do you use them?

For what types of information do you use them?

Which ones do you favour?

How often do you use them?

Respectfully submitted,



Mary Webb  
**MARKETING SERVICES MANAGER**

MW/cb

## HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

## BALANCE SHEET

AS AT SEPTEMBER 30, 1989

| ASSETS                    |             | LIABILITIES AND RESERVES          |             |
|---------------------------|-------------|-----------------------------------|-------------|
| CURRENT                   |             | CURRENT                           |             |
| CASH                      | \$16,500    | ACCOUNTS PAYABLE AND ACCRUALS     | \$629,359   |
| ACCOUNTS RECEIVABLE       | \$983,561   | ADVANCE TICKET SALES AND DEPOSITS | \$760,711   |
| PREPAIDS                  | \$27,334    | UNREDEEMED GIFT CERTIFICATES      | \$96,355    |
| INVENTORIES               | \$105,303   |                                   |             |
| DUE FROM CITY OF HAMILTON | \$353,727   |                                   |             |
| TOTAL ASSETS              | \$1,486,425 | TOTAL LIABILITIES                 | \$1,486,425 |



## THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

## A SUMMARIZED CONSOLIDATED OPERATING STATEMENT

|                                                          | CONSOLIDATED                           |                |                |                                               |                                               |                                               |             |             |                                  |                                               |
|----------------------------------------------------------|----------------------------------------|----------------|----------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-------------|-------------|----------------------------------|-----------------------------------------------|
|                                                          | CORPORATE (COMMON TO THREE FACILITIES) |                |                |                                               |                                               | The Nine Month Period Ended September 30 1988 |             |             |                                  |                                               |
|                                                          | CONVENTION CENTRE                      | HAMILTON PLACE | COPPS COLISEUM | The Nine Month Period Ended September 30 1989 | The Nine Month Period Ended September 30 1989 | The Nine Month Period Ended September 30 1989 | Budget      | Actual      | % of 1989 Annual Budget For 1989 | The Nine Month Period Ended September 30 1988 |
| Revenue                                                  | \$1,917,000                            | \$2,551,855    | \$1,073,034    | \$966,147                                     | \$1,516,052                                   | \$970,730                                     | \$377,332   | \$366,804   | \$4,883,418                      | \$4,723,869                                   |
| Expenditures                                             | \$2,255,339                            | \$2,486,376    | \$1,559,043    | \$1,769,566                                   | \$1,508,032                                   | \$1,290,496                                   | \$1,484,348 | \$1,352,396 | \$6,846,762                      | \$6,076,841                                   |
| Excess of Expenditures Over Revenue                      |                                        |                |                |                                               |                                               |                                               |             |             |                                  |                                               |
| From Operations                                          | \$378,339                              | (\$65,479)     | \$486,009      | \$803,419                                     | (\$8,020)                                     | \$319,766                                     | \$1,107,016 | \$985,592   | \$1,963,344                      | \$1,352,972                                   |
| Contribution from the City of Hamilton                   | \$378,339                              | \$378,339      | \$486,009      | \$486,009                                     | (\$8,020)                                     | (\$8,020)                                     | \$1,107,016 | \$1,107,016 | \$1,963,344                      | \$2,082,885                                   |
| Budgetary Surplus(Deficit) 31 September 30               |                                        | \$443,818      |                | (\$317,410)                                   |                                               | (\$327,786)                                   |             | \$121,424   | (\$79,954)                       | \$729,913                                     |
| LESS Budgetary Surplus(Deficit) 31 August 31             |                                        | \$329,688      |                | (\$336,661)                                   |                                               | (\$216,870)                                   |             | \$114,316   | (\$109,527)                      | \$714,297                                     |
| Budgetary Surplus Increase(Decrease) Over Previous Month |                                        | \$114,130      |                | \$19,251                                      |                                               | (\$110,916)                                   |             | \$7,108     | \$29,573                         | \$15,616                                      |

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.  
HAMILTON CONVENTION CENTRE  
SUMMARY OF REVENUE AND EXPENDITURES

Page 3

| Description                                                | Budgeted              |                                | Actual                |                                | Actual                   |                             |
|------------------------------------------------------------|-----------------------|--------------------------------|-----------------------|--------------------------------|--------------------------|-----------------------------|
|                                                            | Operating Results For |                                | Operating Results For |                                | Operating Results For    |                             |
|                                                            | The Month of          | The Nine Month Period Ended of | The Month of          | The Nine Month Period Ended of | Percentage of Total      | The Nine Month Period Ended |
|                                                            | September 1989        | September 1989                 | September 1989        | September 1989                 | Budget Spent or Achieved | September 1988              |
| (1)                                                        | (2)                   | (3)                            | (4)                   | (5)                            | (6)                      | (7)                         |
| <b>REVENUE</b>                                             |                       |                                |                       |                                |                          |                             |
| RENTALS AND LICENCE FEES                                   | \$513,000             | \$56,000                       | \$395,000             | \$50,621                       | \$421,073                | \$370,605                   |
| OTHER RENTALS                                              | 22,000                | 1,080                          | 14,280                | 1,197                          | 20,743                   | 16,157                      |
| RECOVERIES                                                 | 93,500                | 4,500                          | 59,500                | 16,651                         | 104,447                  | 74,833                      |
| OTHER REVENUE                                              | 70,500                | 3,420                          | 45,220                | 8,389                          | 85,526                   | 42,287                      |
| FOOD AND BEVERAGE SALES                                    | 2,213,000             | 155,000                        | 1,403,000             | 364,378                        | 1,920,066                | 1,449,754                   |
|                                                            | \$2,912,000           | \$220,000                      | \$1,917,000           | \$441,236                      | \$2,551,855              | \$1,953,636                 |
| <b>EXPENDITURES</b>                                        |                       |                                |                       |                                |                          |                             |
| ADMINISTRATION                                             | \$336,650             | \$28,058                       | \$252,522             | \$21,401                       | \$184,089                | \$232,758                   |
| BUILDING MAINTENANCE                                       | 398,370               | 33,816                         | 296,700               | 51,109                         | 320,522                  | 261,607                     |
| LATSE PAYROLL                                              | 0                     | 0                              | 0                     | 583                            | 1,104                    | 0                           |
| SECURITY                                                   | 112,000               | 5,438                          | 78,744                | 10,706                         | 90,404                   | 81,306                      |
| OPERATIONS                                                 | 114,000               | 9,271                          | 83,310                | 9,674                          | 88,268                   | 75,476                      |
| FOOD AND BEVERAGE - ADMINISTRATION AND CLIENT SERVICES     | 143,530               | 12,271                         | 110,355               | 11,799                         | 96,504                   | 96,612                      |
| FOOD AND BEVERAGE - KITCHEN                                | 905,100               | 66,955                         | 611,766               | 106,735                        | 734,793                  | 585,504                     |
| FOOD AND BEVERAGE - BANQUET                                | 981,760               | 71,791                         | 653,862               | 125,719                        | 784,553                  | 648,861                     |
| MARKETING                                                  | 277,460               | 23,120                         | 208,080               | 20,100                         | 186,139                  | 183,847                     |
|                                                            | \$3,268,870           | \$250,720                      | \$2,295,339           | \$357,826                      | \$2,486,376              | \$2,165,971                 |
| <b>EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS</b> |                       |                                |                       |                                |                          |                             |
|                                                            | \$356,870             | \$30,720                       | \$378,339             | (\$83,410)                     | (\$65,479)               | \$212,335                   |
|                                                            |                       |                                |                       |                                | -18.3%                   |                             |

NOTE: revenue and expenditure detail on the above balance sheet is available upon request.



THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

HAMILTON PLACE

SUMMARY OF REVENUE AND EXPENDITURES

Actual  
Operating  
Results For

Actual

Operating Results For

The Nine  
Month  
Period Ended  
September 30  
1989

Percentage  
of Total  
Annual  
Budget Spent  
or Achieved

The Nine  
Month  
Period Ended  
September 30  
1989

The  
Month  
Period Ended  
September  
1989

The  
Month  
Period Ended  
September  
1989

The  
Month  
Period Ended  
September  
1989

Annual  
1989  
Budget

Description

REVENUE

RENTALS & LICENCE FEES  
OTHER RENTALS  
RECOVERIES  
OTHER REVENUE  
FOOD AND BEVERAGE SALES

\$1,382,380 \$100,317 \$1,073,034 \$225,122 \$966,147 69.9% \$900,846

EXPENDITURES

ADMINISTRATION  
MAINTENANCE  
MEETING ROOMS  
FRONT OF HOUSE  
OPERATION - SPECIFIC SHOW  
EXPENSES  
STAGE - PROPERTY  
SECURITY  
BEVERAGE AND CATERING SERVICE  
SHOW PROMOTIONS

\$402,670 \$33,558 \$302,022 \$35,702 \$284,497 70.7% \$301,513  
288,890 24,571 216,825 28,218 202,785 70.2% 211,826  
2,600 217 1,953 524 838 32.2% 765  
117,430 8,815 91,164 (253) 99,382 84.6% 73,721  
609,180 44,192 477,808 130,565 707,044 116.1% 403,976  
342,970 28,582 257,238 36,458 253,920 74.0% 237,595  
61,070 4,734 46,943 4,524 45,158 73.9% 40,481  
91,480 6,785 71,281 13,662 73,759 80.6% 52,113  
122,200 9,507 93,809 17,115 102,183 83.6% 73,116

\$2,038,490 \$160,961 \$1,559,043 \$266,515 \$1,769,566 86.8% \$1,395,106

EXCESS OF EXPENDITURES OVER REVENUE  
FROM OPERATIONS:

\$656,110 \$60,644 \$486,009 \$41,393 \$803,419 122.5% \$494,260

NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.  
CENTRAL UTILITIES PLANT  
SUMMARY OF EXPENDITURES

| Description                        | Budgeted                    |                                            | Actual                      |                                            | Actual                |                       | The Nine Month Period Ended September 30 1989 | Percentage of Total 1989 Annual Budget Spent or Achieved | The Nine Month Period Ended September 30 1988 |
|------------------------------------|-----------------------------|--------------------------------------------|-----------------------------|--------------------------------------------|-----------------------|-----------------------|-----------------------------------------------|----------------------------------------------------------|-----------------------------------------------|
|                                    | The Month of September 1989 | The Nine Month Period Ended September 1989 | The Month of September 1989 | The Nine Month Period Ended September 1989 | Operating Results For | Operating Results For |                                               |                                                          |                                               |
| (1)                                | (2)                         | (3)                                        | (4)                         | (5)                                        | (6)                   | (7)                   |                                               |                                                          |                                               |
| <b>EXPENDITURES</b>                |                             |                                            |                             |                                            |                       |                       |                                               |                                                          |                                               |
| OPERATIONS                         | \$885,230                   | \$73,772                                   | \$663,948                   | \$86,898                                   | \$638,072             | 72.1%                 | \$582,692                                     |                                                          |                                               |
| MAINTENANCE                        | 463,490                     | 38,626                                     | 347,634                     | 35,743                                     | 313,398               | 67.6%                 | 284,680                                       |                                                          |                                               |
| CITY HALL                          | 235,000                     | 25,628                                     | 187,713                     | 18,480                                     | 145,716               | 62.0%                 | 168,207                                       |                                                          |                                               |
| ONTARIO GOVERNMENT BUILDING        | 220,350                     | 18,558                                     | 163,941                     | 17,422                                     | 163,809               | 74.3%                 | 155,594                                       |                                                          |                                               |
| PEDESTRIAN ARCADE/OVERPASS         | 47,420                      | 3,860                                      | 35,021                      | 3,918                                      | 32,461                | 68.5%                 | 28,014                                        |                                                          |                                               |
| PARKING AUTHORITY - UNDERGROUND    | 97,190                      | 7,065                                      | 68,158                      | 5,502                                      | 68,202                | 70.2%                 | 68,164                                        |                                                          |                                               |
| COPPS COLISEUM                     | 336,250                     | 35,772                                     | 237,174                     | 20,774                                     | 196,964               | 58.6%                 | 231,095                                       |                                                          |                                               |
| HAMILTON CENTRAL LIBRARY           | 269,610                     | 22,471                                     | 206,823                     | 6,815                                      | 172,416               | 64.0%                 | 183,119                                       |                                                          |                                               |
| HAMILTON PLACE                     | 258,300                     | 16,756                                     | 195,379                     | 9,830                                      | 150,099               | 58.1%                 | 155,892                                       |                                                          |                                               |
| ART GALLERY                        | 120,800                     | 11,306                                     | 89,331                      | 8,604                                      | 84,865                | 70.3%                 | 88,136                                        |                                                          |                                               |
| HAMILTON FARMERS MARKET            | 38,670                      | 3,230                                      | 29,747                      | 3,181                                      | 48,145                | 124.5%                | 28,249                                        |                                                          |                                               |
| HAMILTON CONVENTION CENTRE         | 252,400                     | 19,541                                     | 180,566                     | 20,257                                     | 202,975               | 80.4%                 | 177,485                                       |                                                          |                                               |
| RECOVERY FROM USERS                | (631,060)                   | (52,956)                                   | (463,377)                   | (50,654)                                   | (477,481)             | 75.7%                 | (454,147)                                     |                                                          |                                               |
| <b>EXPENDITURES TOTAL</b>          | <b>\$2,593,650</b>          | <b>\$223,629</b>                           | <b>\$1,942,058</b>          | <b>\$186,770</b>                           | <b>\$1,739,641</b>    | <b>67.1%</b>          | <b>\$1,697,180</b>                            |                                                          |                                               |
| <b>MUNICIPAL CONTRIBUTION</b>      | <b>\$2,593,650</b>          | <b>\$223,629</b>                           | <b>\$1,942,058</b>          | <b>\$223,629</b>                           | <b>\$1,942,058</b>    | <b>74.9%</b>          | <b>\$1,842,991</b>                            |                                                          |                                               |
| <b>BUDGETARY SURPLUS (DEFICIT)</b> | <b>\$0</b>                  | <b>\$0</b>                                 | <b>\$0</b>                  | <b>\$36,859</b>                            | <b>\$202,417</b>      | <b>-</b>              | <b>\$145,811</b>                              |                                                          |                                               |

NOTE: The expenditure details on the above balances is available upon request.



# Sixth World Conference on Co-operative Education

Hamilton, Canada August 28 - September 1, 1989



Co-operative Education  
in a World of Change

October 10, 1989

Gabe Macaluso, Chief Executive Officer  
Hamilton Entertainment and Convention  
Facilities Inc.  
115 King Street West  
Hamilton, ON  
L8P 4T9

Dear Mr. Macaluso:

On behalf of Mohawk College and the Organizing Committee, I wish to express our appreciation to you, and through your office to the wonderful members of the Convention Centre staff who contributed so significantly to the success of the Sixth World Conference on Co-operative Education.

We have received numerous compliments on the conference with frequent comments on the fine facilities of the Convention Centre.

Roberta Weiss, I, and all Committee members who worked with the Convention staff were constantly impressed by their willing assistance and the courteous attention to every detail. We were amazed at how easy seemingly complex tasks were accomplished, whether it was room set-up, meal service or any other requirement.

I would like to make particular mention of Sal Farrauto, Martha Hercus, Margaret Lees and Dilna Khory of the Visitors and Conventions Bureau. Sal, along with yourself got our promotion off to a good start with the booth in Amsterdam at the Fifth World Conference. Sal, of course helped us establish our space needs and set up our contractual arrangement. Accommodation arrangements were made through Dilna Khory. Martha Hercus helped our planning and organization along in the early stages but it was Margaret Lees who was responsible for working with us to put the show together in such a professional manner. All were attentive, courteous, and generous with their time. The co-operation of everyone was faultless.



World Council and Assembly on Co-operative Education

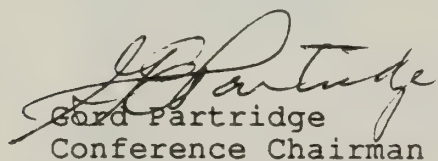
Conference Mailing Address: Mohawk College, World Conference Committee  
Fennell Avenue and West 5th, P.O. Box 2034, Hamilton, Ontario, Canada L8N 3T2  
(416) 575-2326 Telex 061-8348 Fax (416) 575-2330

Gabe Macaluso

Page 2

The City of Hamilton can take pride in its fine Convention Centre, but it can take even greater pride in the exceptional people who work there and make the Centre work so well for its clients.

Sincerest best wishes to you and  
the staff of the Convention Centre

  
Gord Partridge  
Conference Chairman

sd

cc: Keith McIntyre

## CANADIAN FOOTBALL HALL OF FAME INDUCTION COMMITTEE

58 JACKSON STREET WEST, HAMILTON, ONTARIO L8P 1L4 PHONE 528-7566



October 26, 1989

Mr. Gabe Macaluso  
HECFI  
101 York Boulevard  
Hamilton, Ontario  
L8R 3K1

Dear Mr. Macaluso:

As Chairman of the Induction Committee for the Canadian Football Hall of Fame, I want to thank you for your support of our efforts to put on Induction '89. Each year our volunteer committee put in endless hours planning our Induction weekend. Our Golf Tournament has one of the finest prize lists of any tournament in this area. The presentation of the Hall of Fame Blazers, the unveiling of the busts, the Champagne Brunch on Sunday and the Hall of Fame Game on Sunday afternoon all take a great deal of planning.

No matter how much work this committee does however, it would not be successful if you did not give us your support. When you or your firm buys a table it not only helps us to pay for all the weekend events, it does more. It helps us to show the Inductees, their families and their friends that Hamilton is a friendly, outgoing city, where they are welcome anytime.

These people, when they go home to cities in eastern and western Canada as well as many cities in the U.S.A., will talk to others about how well they were treated. This cannot help but reflect positively on our Tourist Industry in the future.

I sincerely hope you will continue your association with us next year. Our Induction Dinner date for next year has already been set for September 22nd. We hope you will continue your support for our efforts once again, with all best wishes.

Yours truly,

*Reg*

Reg Wheeler  
Chairman, Induction Committee







5.1.1      Executive Committee Minutes of October 11, 1989



THE HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.

EXECUTIVE COMMITTEE

Wednesday, October 11, 1989

12:30 p.m.

Copps Coliseum

Hamilton Room

REGULAR SESSION

PRESENT: Ald. J. Gallagher, Chairman  
Mr. W. McFarland, Vice-Chairman  
Ald. T. Murray  
Ald. M. McCulloch  
Ald. D. Agostino  
Mr. N. Levitt

ALSO

PRESENT: Mayor R. Morrow  
Mr. G. Macaluso  
Mr. J. Leuser  
Mr. T. Burrows  
Mr. J. Crane  
Mr. S. Dockman  
Mrs. J. Mills, Secretary

GUESTS: Mr. Wm. Tidball  
Mr. G. Kwiatowski

1. Chairman's Remarks

The Chairman called the meeting to order, at 12:35 p.m. The Chairman, on behalf of the HECFI Board of Directors, congratulated Mrs. Joan Mills on receiving her Accredited Municipal Clerk/Treasurers' designation, A.M.C.T.(A).

2. Minutes of Previous Meeting

It was

MOVED by Ald. Murray, seconded by Mr. McFarland

THAT THE SEPTEMBER 6, 1989 HECFI EXECUTIVE COMMITTEE REGULAR MINUTES BE ACCEPTED AS CIRCULATED.

MOTION CARRIED.

3. Business Arising from Minutes  
3.1 Memberships in Outside Organizations -  
HECFI Senior Management

The Committee agreed that Mr. Ellison should complete his term as President, and then not seek re-election or office on the Hamilton and Region Arts Council. They felt that it was important that he attend the meetings, in the capacity of a representative member, not as a Director. The Committee then requested the Managing Director/CEO to draft a general policy on memberships in outside organizations as it would apply to all members of staff. Following deliberation, it was

MOVED by Ald. McCulloch, seconded by Ald. Murray

THAT NO ACTION BE TAKEN ON THE RECOMMENDATION THAT ROBERT ELLISON, ASSISTANT DIRECTOR OF HAMILTON PLACE, RESIGN EFFECTIVE IMMEDIATELY FROM HIS ROLE OF PRESIDENT OF THE HAMILTON AND REGION ARTS COUNCIL;

THAT ROBERT ELLISON COMPLETE HIS TERM AS PRESIDENT BUT THAT HE NOT SEEK RE-ELECTION OR OFFICE ON THE HAMILTON AND REGION ARTS COUNCIL, AND THAT HE CONTINUE TO ATTEND SAID MEETINGS IN THE CAPACITY OF A REPRESENTATIVE MEMBER, NOT AS A DIRECTOR; AND

THAT THE MANAGING DIRECTOR/CEO DEVELOP A GENERAL POLICY REGARDING MEMBERSHIPS IN OUTSIDE ORGANIZATIONS RELATIVE TO ALL STAFF.

MOTION CARRIED.



4. Marketing Service Reports for September

The Chairman advised that HECFI will be hosting the World Judo Championships in 1993, as well as the 1992 Pan Am Judo Games. Upon review of the report, the Committee noticed that Mr. David Watkins assisted OK & D in developing a full-page full-colour ad for the Dukes of Hamilton's 1989-90 program. HECFI spent \$1,500 on the ad which did not include Mr. Watkins development time. It was pointed out that HECFI has committed itself to the promotion of the presence of hockey in the community. The Committee requested that in the future, all ads such as this be forwarded to the Copps Coliseum Committee and on to the HECFI Board for approval. It was

MOVED by Mr. McFarland, seconded by Mr. Levitt

THAT THE MARKETING SERVICES REPORT AS PREPARED BY THE MARKETING SERVICES MANAGER BE RECEIVED AS INFORMATION FOR SUBMISSION TO THE BOARD.

MOTION CARRIED.

5. Committee Reports

5.1 Copps Coliseum Committee

It was

MOVED by Ald. Murray, seconded by Mr. McFarland

THAT THE COPPS COLISEUM COMMITTEE REPORT OF ITS MEETING ON SEPTEMBER 27, 1989 BE RECEIVED AS INFORMATION.

MOTION CARRIED.

5.1.1 Method of Financing for the Supply and Delivery of  
Ride-on Floor Scrubber

The Committee requested that, regarding capital items such as the ride-on floor scrubber, reports outlining labour cost savings, if any, the amount and location of such savings, and the life expectancy of the equipment, etc. be forwarded to the appropriate committees and onto the HECFI Board for approval. Following discussion, It was

MOVED by Ald. Murray, seconded by Mr. McFarland

THAT THE PURCHASE OF ONE RIDE-ON FLOOR SCRUBBER IN THE AMOUNT OF \$34,819.20 BE FINANCED FROM CAPITAL FUND ACCOUNT NUMBER CF 5326-928941004, COPPS COLISEUM MISCELLANEOUS EQUIPMENT.

NOTE: THE COPPS COLISEUM COMMITTEE, AT ITS MEETING ON SEPTEMBER 27, 1989, RECOMMENDED THE PURCHASE OF ONE RIDE-ON FLOOR SCRUBBER IN THE AMOUNT OF \$34,819.20 FROM CLARKE AMERICAN - LINCOLN, AND THAT THE HECFI EXECUTIVE COMMITTEE RECOMMEND THE METHOD OF FINANCING.

MOTION CARRIED.

5.2 Hamilton Place Committee

It was

MOVED by Ald. McCulloch, seconded by Mr. Levitt

THAT ITEM 1 OF THE HAMILTON PLACE COMMITTEE REPORT OF ITS MEETING ON AUGUST 24, 1989 BE PLACED IN THE IN-CAMERA SESSION OF THE MEETING.

MOTION CARRIED.

Following review of the report, the Committee requested the following amendments, and it was

MOVED by Alderman McCulloch, seconded by Ald. Murray

- A) THAT ITEM 3 OF THE EIGHTH REPORT OF THE HAMILTON PLACE COMMITTEE RELATIVE TO THE INSTALLATION OF DOORS BETWEEN THE PIANO NOBILE AND COMMONWEALTH SQUARE BE AMENDED TO READ AS FOLLOWS: THAT PROPOSAL #2, TENDERED BY SHYTE AND BRANIFF, FOR THE SUPPLY AND INSTALLATION OF DOORS LEADING FROM THE PIANO NOBILE ONTO COMMONWEALTH SQUARE BE APPROVED

AT A TOTAL COST OF \$7,650.00 AND THAT THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE FUND BE RECOMMENDED AS THE SOURCE OF FUNDING.

NOTE: FOR THE INFORMATION OF THE MEMBERS OF THE BOARD, THE SECRETARY WAS REQUESTED TO AMEND THE RECOMMENDATION BY ADDING THE TOTAL COST OF THE SUPPLY AND INSTALLATION OF THE DOORS TO THE RECOMMENDATION.

- B) THAT ITEM 2 OF THE INFORMATION SECTION OF THE EIGHTH REPORT OF THE HAMILTON PLACE COMMITTEE RELATIVE TO NEW FACES - FINAL REPORT BE AMENDED AS FOLLOWS: NEW FACES - PRELIMINARY REPORT -- THE COMMITTEE RECEIVED A PRELIMINARY REPORT ON NEW FACES '89 FOR INFORMATION.

NOTE: FOR THE INFORMATION OF THE MEMBERS OF THE BOARD, THE SECRETARY WAS REQUESTED TO AMEND THE INFORMATION ITEM TO REPLACE THE WORD "FINAL" WITH THE WORD "PRELIMINARY", AS THE FINANCIAL NUMBERS OF NEW FACES '89 HAVE YET TO BE FINALIZED.

MOTION CARRIED.

Item 4 of the report relative to a hot water tank for Hamilton Place was discussed. The Committee was advised that financing of the hot water tank, at a cost of approximately \$15,000, was premature as the purchase requires a tender. The Committee requested that Mr. John T. Crane, Director of Copps Coliseum, prepare a report together with the received tenders relative to the purchase of a hot water tank for Hamilton Place and that the report be submitted to the HECFI Executive Committee. It was

MOVED by Ald. Murray, seconded by Mr. McFarland

THAT JOHN T. CRANE, DIRECTOR OF COPPS COLISEUM, PREPARE A REPORT TOGETHER WITH RECEIVED TENDERS RELATIVE TO THE PURCHASE OF A HOT WATER TANK FOR HAMILTON PLACE AND THAT SAID REPORT BE SUBMITTED TO THE HECFI EXECUTIVE COMMITTEE.

MOTION CARRIED.

It was

MOVED by Ald. McCulloch, seconded by Mr. McFarland

THAT THE HAMILTON PLACE COMMITTEE REPORT OF ITS MEETING ON SEPTEMBER 28, 1989 BE RECEIVED AS INFORMATION.



MOTION CARRIED.

5.3 Hamilton Convention Centre Committee

The Chairman requested the Secretary of the HECFI Executive Committee to review all reports from all committees, coming forward to the Committee for consideration. He requested that recommendations submitted reflect all pertinent information relative to the issue so that any member reading the recommendation has all the information without having to peruse through page(s) of background to find out the total cost, etc. He asked that reports be amended or adjusted if the recommendations are incomplete or they lack sufficient background material or attachments.

It was

MOVED by Mr. Levitt, seconded by Mr. McFarland

THAT THE HAMILTON CONVENTION CENTRE COMMITTEE REPORT OF ITS MEETING ON SEPTEMBER 22, 1989 BE RECEIVED AS INFORMATION.

MOTION CARRIED.

5.4 Audit Committee

It was

MOVED by Mr. McFarland, seconded by Mr. Levitt

THAT THE AUDIT COMMITTEE REPORT OF ITS MEETING ON OCTOBER 3, 1989 BE RECEIVED AS INFORMATION.

MOTION CARRIED.

6. Consolidated Unaudited Operating Results  
for the Eight Month Period Ended August 31, 1989

6.1 for HECFI

It was

MOVED by Mr. McFarland, seconded by Mr. Levitt

THAT THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR HECFI FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1989 BE RECEIVED AS INFORMATION.



MOTION CARRIED.

6.2 for CUP

It was

MOVED by Mr. Levitt, seconded by Alderman McCulloch

THAT THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR CUP FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1989 BE RECEIVED AS INFORMATION.

MOTION CARRIED.

7. New Business - 1989 Annual Report

The Committee agreed that an annual report for 1989 be prepared in-house and forwarded to the HECFI Board for approval. The Committee suggested that the current procedure of preparing a glossy report with pictures be dispensed with and that the funds saved be utilized for promotion purposes. It was

MOVED by Ald. McCulloch, seconded by Mr. McFarland

THAT AN ANNUAL REPORT FOR 1989 BE PREPARED IN-HOUSE AND FORWARDED TO THE HECFI BOARD FOR APPROVAL; THAT THE CURRENT PROCEDURE OF PREPARING A GLOSSY REPORT WITH PICTURES BE DISPENSED WITH AND THE FUNDS SAVED BE UTILIZED FOR PROMOTION PURPOSES.

MOTION CARRIED.

8. Other Business

8.1 Correspondence re Flags at Commonwealth Square

The Committee briefly discussed the memorandum from Mr. J. G. Pavelka wherein he suggested a permanent location for the flags. The Chairman requested that the Secretary prepare a letter to Mr. Pavelka, thanking him for his memorandum and advising that we will wait until the Hamilton Place marquee is complete before any decision is made.

8.2 Hamilton Mundialization Committee - World Citizenship  
Award Dinner

It was

MOVED by Alderman McCulloch, seconded by Mr. Levitt

THAT TICKETS BE PURCHASED FOR UP TO ONE TABLE AT \$20.00 EACH TO THE WORLD CITIZENSHIP AWARD DINNER ON MONDAY, NOVEMBER 13, 1989 AT 5:30 P.M. HELD AT THE HAMILTON CONVENTION CENTRE, AND THAT THE APPROVED PROCEDURE FOR ATTENDANCE AT DINNERS BE FOLLOWED.

MOTION CARRIED.

9. Date of Next Meeting

Wednesday, November 8, 1989 at 12:30 p.m.

10. Motion to Move In-Camera

It was

MOVED by Alderman Murray, seconded by Alderman McCulloch

THAT THE IN-CAMERA SESSION COMMENCE. (1:20 p.m.)

MOTION CARRIED.

The following motions were carried in the in-camera session:

THAT THE IN-CAMERA MINUTES OF SEPTEMBER 6 AND SEPTEMBER 27, 1989 BE ACCEPTED AS CIRCULATED.

THAT THE THREE FIRMS WHICH PROVIDED SUBMISSIONS IN RESPECT OF THE PROPOSAL CALL FOR LEGAL SERVICES BE INTERVIEWED BY THE HECFI EXECUTIVE COMMITTEE, MR. WILLIAM TIDBALL AND MANAGEMENT AT A SPECIAL MEETING OF THE HECFI EXECUTIVE COMMITTEE; AND

THAT THE ANNUAL COST FOR LEGAL SERVICES FOR 1988 AND 1989 BE PROVIDED AT SAID MEETING.

THAT MANAGEMENT PROCEED TO DEVELOP AND SUBMIT TO THE HECFI EXECUTIVE COMMITTEE FOR REVIEW A UNIFORM POLICY RELATIVE TO PROMOTIONS AND CO-PROMOTIONS OF EVENTS AT HECFI FOR SUBSEQUENT REVIEW BY ALL OTHER COMMITTEES.

- A) THAT THE SALES FUNCTION OF HECFI BE CENTRALIZED AND AMALGAMATED WITH MARKETING;
- B) THAT BOTH FUNCTIONS BE SUPERVISED BY THE DIRECTOR OF MARKETING/SALES;
- C) THAT THE JOB DESCRIPTION FOR THE DIRECTOR OF MARKETING BE REVISED TO INCORPORATE THE NEW RESPONSIBILITIES OF SALES (TO BE DONE IN CONJUNCTION WITH THE HUMAN RESOURCES DEPARTMENT, MANAGING DIRECTOR/CEO, MR. W. MCFARLAND AND MRS. A. VANDUZER);
- D) THAT THE JOB DESCRIPTION FOR THE DIRECTOR OF HAMILTON CONVENTION CENTRE AND COPPS COLISEUM BE CHANGED TO REFLECT THE REMOVAL OF SALES RESPONSIBILITIES FOR THOSE FACILITIES (TO BE DONE IN CONJUNCTION WITH THE HUMAN RESOURCES DEPARTMENT, MANAGING DIRECTOR/CEO, MR. W. MCFARLAND AND MRS. A. VANDUZER); AND
- E) THAT THE MARKETING AND SALES DEPARTMENT BE CENTRALLY LOCATED IN THE HAMILTON CONVENTION CENTRE.

THAT THE NEGOTIATED AGREEMENT WITH THE HAMILTON MUSICIANS GUILD BE RATIFIED BY THE HECFI BOARD.

THAT MANAGEMENT DEVELOP A DRAFT POLICY RELATIVE TO COMPLIMENTARY TICKETS FOR HECFI EVENTS MADE AVAILABLE FOR MEMBERS OF HECFI BOARD, AND FORWARD SAME TO THE NOVEMBER MEETING OF THE HECFI EXECUTIVE COMMITTEE FOR DISCUSSION.

NOTE: MANAGEMENT SUGGESTED THAT TWO TICKETS BE MADE AVAILABLE FOR EVENTS AT HECFI FOR MEMBERS OF THE HECFI BOARD OF DIRECTORS.

THAT THE FINANCIAL AND STATISTICAL INFORMATION REPORTS ON EVENTS FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1989 FOR COPPS COLISEUM; HAMILTON CONVENTION CENTRE AND HAMILTON PLACE THEATRE BE RECEIVED AS INFORMATION.

THAT THE IN-CAMERA SESSION BE ADJOURNED AND THE REGULAR SESSION BE RE-CONVENED. (2:55 P.M.)

MOTIONS CARRIED.



11. Adjournment

It was

MOVED by Mr. Levitt, seconded by Alderman McCulloch  
THAT THE MEETING BE ADJOURNED. (3:30 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

ALDERMAN JOHN GALLAGHER, CHAIRMAN

Joan Mills, Secretary



5.2

Copps Coliseum Committee Ninth Report





**Copps  
Coliseum**

Victor K. Copps  
Trade Centre/Arena

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

October 27, 1989.

**REPORT TO THE HECFI BOARD OF DIRECTORS  
FROM THE COPPS COLISEUM COMMITTEE MEETING  
OF OCTOBER 25, 1989**

The Copps Coliseum Committee presents its **NINTH** Report from its meeting held October 25, 1989. The following items are for information only:

**1. Status Report on Confirmed Events/Performances at Copps Coliseum**

The Status Report on Confirmed Events/Performances at Copps Coliseum - October 1989 to January 1990.

**NOTE:** (i) Documentation is attached.

**2. Marketing Services Report**

The Marketing Services Report - October 1989.

**3. Consolidated Unaudited Operating Results for H.E.C.F.I.**

The Consolidated Unaudited Operating Results for HECFI for The Nine Month Period Ended September 30, 1989.

**4. Unaudited Operating Results for the Central Utilities Plant**

The Unaudited Operating Results for the Central Utilities Plant for the Nine Month Period Ended September 30, 1989.

**5. Correspondence/Comment Cards**

The Comment Cards as submitted by the Director of Copps Coliseum, dated 1989 October 18.

**NOTE:** (i) Documentation is attached.

**6. Report by the Director of Copps Coliseum**

The Report by the Director of Copps Coliseum, dated October 19, 1989.

**NOTE:** (i) Documentation is attached.

7. Correspondence - Running Hall of Fame

The Committee agreed that the letter from the Running Hall of Fame requesting temporary wall space in Copps Coliseum for a photo display of inductees to the Running Hall of Fame be referred by the Managing Director/CEO to the Parks and Recreation Committee for their consideration; and further, that a reply be sent to Dr. Hewitt on behalf of Alderman Gallagher expressing the regret of the Copps Coliseum Committee that unfortunately there is no available space that would be suitable and visible to the public for the Running Hall of Fame photographs due to previous commitments for the Wall of Fame and for display advertising.

NOTE: (i) Documentation is attached.

8. Proposed Goods and Services Tax

A discussion took place with respect to the effect on the three HECFI facilities of the proposed Goods and Services Tax. It was noted that the Finance and Administration department will continue to collect and assess information on this issue. It was agreed that a future seminar or presentation on the GST would be of value to all Committees.

9. Direct Taxi Telephone Lines

The Managing Director/CEO was given authority to proceed with arrangements for the installation of direct taxi telephone lines in Copps Coliseum. It was noted that this project will include all HECFI facilities and that the cost is borne by the taxi companies.

10. Liquor Licence for Copps Coliseum

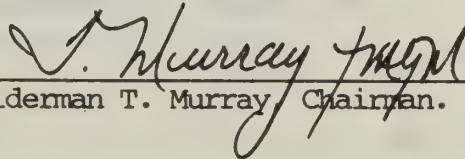
Mr. Macaluso stated that, as directed, a letter has been sent to the Liquor Licence Board but that to date no response has been received. The Managing Director/CEO reviewed the difficulties being experienced by Copps Coliseum staff in arranging liquor permits for each private box for each event. It was noted that a 'blanket' permit would eliminate these problems. It was agreed that Aldermen Murray and Alderman Agostino would pursue arrangements for a meeting with Ms. S. Collins, MPP.

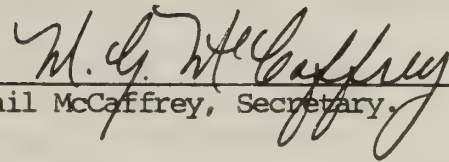


10. Liquor Licence for Copps Coliseum (continued)

Discussion followed on the responsibility of management of Copps Coliseum in respect of liquor in the front areas of the private boxes. It was noted that the liquor permit covers the entire private box. However, it was agreed that a policy should be developed, and posted in the private boxes, that consumption of alcoholic beverages in the open, front area of the private boxes must be in plastic containers provided, i.e. no beer cans.

Respectfully submitted,

  
Alderman T. Murray, Chairman.

  
Gail McCaffrey, Secretary.



# **Copps Coliseum**

Victor K. Copps  
Trade Centre/Arena

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

## **REPORT TO COPPS COLISEUM COMMITTEE**

**REPORT TO** : Copps Coliseum Committee  
Attn: Ms. Gail McCaffrey, Secretary

**FROM** : Mr. J. T. Crane, Director, Copps Coliseum

**COPIES TO** : Ms. L. Stewart, Sales Executive, Copps Coliseum

**DATE** : October 18, 1989

**RE** : Status Report on Confirmed Events/Performances  
at Copps Coliseum, October, 1989 - January, 1990

---

### **October, 1989**

#### **14 Confirmed Events/Performances**

1. OHL Hockey Game  
Hamilton Dukes vs. Peterborough Petes  
: October 1st
2. Manning Int'l. New Car Sale  
: October 2nd, 3rd and 4th
2. OHL Hockey Game  
Hamilton Dukes vs. Kingston Frontenacs  
: October 5th
3. OHL Hockey Game  
Hamilton Dukes vs. Owen Sound Platers  
: October 12th
4. Hamilton East Lion's Club Rodeo  
: October 14th and 15th
5. NBA Pre-Season Exhibition Game  
Chicago Bulls vs. New Jersey Nets  
: October 17th
6. OHL Hockey Game  
Hamilton Dukes vs. Oshawa Generals  
: October 19th

Report To:

Copps Coliseum Committee - Status of

Confirmed Events/Performances - October 18, 1989

Page 2

8. A.L. Williams Insurance Seminar  
: October 24th
9. Jethro Tull Concert  
: October 26th
10. CHML Monster Mash Sock Hop  
: October 28th

November, 1989

13 Confirmed Events/Performances

1. 1989 Hamilton International Auto Show  
: November 2nd, 3rd, 4th, 5th
2. OHL Hockey Game  
Hamilton Dukes vs. Belleville Bulls  
: November 9th
3. Charlie Daniels/Tanya Tucker Concert  
: November 12th
4. Lech Walesa meeting  
: November 12th
5. OHL Hockey Game  
Hamilton Dukes vs. Sault St. Marie Greyhounds  
: November 16th
6. OHL Hockey Game  
Hamilton Dukes vs. Kitchener Rangers  
: November 19th
7. OHL Hockey Game  
Hamilton Dukes vs. London Knights  
: November 23rd
8. "The Black Watch"  
: November 24th
9. "Father Diorio" Crusade  
: November 26th
10. OHL Hockey Game  
Hamilton Dukes vs. Kingston Frontenacs  
: November 30th

Report To:

Copps Coliseum Committee - Status of

Confirmed Events/Performances - October 18, 1989

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December, 1989

9 Confirmed Events/Performances

1. OHL Hockey Game  
Hamilton Dukes vs. Windsor Spitfires  
: December 3rd
2. OHL Hockey Game  
Hamilton Dukes vs. Belleville Bulls  
: December 7th
3. OHL Hockey Game  
Hamilton Dukes vs. Ottawa 67's  
: December 10th
4. Hockey Canada  
: December 11th
5. Rich Little & Connie Stevens  
with Hamilton Philharmonic  
: December 15th
6. OHL Hockey Game  
Hamilton Dukes vs. Niagara Falls Thunder  
: December 17th
7. OHL Hockey Game  
Hamilton Dukes vs. Cornwall Royals  
: December 21st
8. Torvill & Dean Skate Show  
: December 26th
9. OHL Hockey Game  
Hamilton Dukes vs. Oshawa Generals  
: December 28th



January, 1990

9 Confirmed Events/Performances

1. OHL Hockey Game  
Hamilton Dukes vs. North Bay Centennials  
: January 4th
2. OHL Hockey Game  
Hamilton Dukes vs. Sudbury Wolves  
: January 6th
3. OHL Hockey Game  
Hamilton Dukes vs. Ottawa 67's  
: January 7th
4. OHL Hockey Game  
Hamilton Dukes vs. Belleville Bulls  
: January 14th
5. OHL Hockey Game  
Hamilton Dukes vs. Kingston Frontenacs  
: January 18th
6. OHL Hockey Game  
Hamilton Dukes vs. Peterborough Petes  
: January 21st
7. OHL Hockey Game  
Hamilton Dukes vs. Oshawa Generals  
: January 23rd
8. OHL Hockey Game  
Hamilton Dukes vs. Niagara Falls Thunder  
: January 25th
9. Hamilton Winterfest 1990  
: January 27th

JTC:db

  
\_\_\_\_\_  
John T. Crane  
Director



**Copps  
Coliseum**

Victor K. Copps  
Trade Centre/Arena

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

MEMORANDUM

FOR INFORMATION:

XXXX

TO:

Copps Coliseum Committee,  
Attn: Ms. G. McCaffrey, Secretary

FROM:

Mr. John T. Crane  
Director, Copps Coliseum

DATE:

1989 October 18

SUBJECT:

Correspondence/Comment Cards

RECOMMENDATION:

For information purposes only.



RECEIVED 11-1-89

Stadium Corporation of Ontario Limited  
Suite 3000, 300 The Esplanade West Toronto, Ontario M5V 3B2  
(416) 341-DOME Fax: ADM. (416) 341-3101 OPS. (416) 341-3102

October 2, 1989

Mr. John Crane  
Arena Manager  
Copps Coliseum  
101 York Boulevard  
Hamilton, Ontario  
L8R 3L4

Dear John:

As I'm sure you can appreciate, the pace has been quite hectic since our opening in early June. Now that we are adjusting to a somewhat "calmer" operational phase, I thought I'd take this opportunity to thank you for the assistance you gave us during the years leading to our opening. Your insight and advice was extremely helpful during the critical construction and design phase of our project.

I've enclosed a "CD clock" as a token of our appreciation and as a reminder that SkyDome looks forward to a long working relationship with you. Please call me if I can be of any assistance, or if you are interested in a tour of our new facility.

Yours truly,

Robert J. Hunter  
Vice-President, Operations

RJH:gdr  
Enclosure



**Copp's  
Coliseum**  
Victor K. Copp  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: ALABAMA?

DID YOU ENJOY THE EVENT? YES!

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                       | COMMENTS |
|-------------|-------------------------------------|--------------------------|----------|
| STAFF       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| CONCESSIONS | <input checked="" type="checkbox"/> | <input type="checkbox"/> |          |
| OTHER       | <input type="checkbox"/>            | <input type="checkbox"/> |          |

SUGGESTIONS: Great place - very clean

But needs more wash rooms. Line  
ups so long you miss part of the show.

NAME: Room

ADDRESS: 2055 Seale Highway # 59, Mississauga

PHONE NUMBER: 828-0710

THANK YOU



**Copp's  
Coliseum**  
Victor K. Copp  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Alabama

DID YOU ENJOY THE EVENT? Great so far 11 inter

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                       | COMMENTS                       |
|-------------|-------------------------------------|--------------------------|--------------------------------|
| STAFF       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>kind, friendly</u>          |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>nice place, good view</u>   |
| CONCESSIONS | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                                |
| OTHER       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>could have a great show</u> |

SUGGESTIONS: Bring Alabama back!

NAME: Brenda, Lynn Egell

ADDRESS: 2142, 50th, Mississauga

PHONE NUMBER: 426-1378

THANK YOU



## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Dukes

DID YOU ENJOY THE EVENT? Yes

WERE YOU SATISFIED WITH:

|              | YES                      | NO                                  | COMMENTS        |
|--------------|--------------------------|-------------------------------------|-----------------|
| STAFF        | <input type="checkbox"/> | <input type="checkbox"/>            |                 |
| FACILITY     | <input type="checkbox"/> | <input type="checkbox"/>            |                 |
| CONCESSIONS  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | The concessions |
| OTHER        | <input type="checkbox"/> | <input type="checkbox"/>            | are very poor!  |
| SUGGESTIONS: |                          |                                     |                 |

NAME: Judy Freeman

ADDRESS: \_\_\_\_\_

PHONE NUMBER: 627-3916

THANK YOU

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: HAMILTON DUKES Oct 12<sup>th</sup> 1989

DID YOU ENJOY THE EVENT? JUNIOR HOCKEY IS THE MOST EXCITING

WERE YOU SATISFIED WITH: HOCKEY IN THE WORLD!

|                  | YES                                 | NO                       | COMMENTS                         |
|------------------|-------------------------------------|--------------------------|----------------------------------|
| STAFF            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | I ATTENDED BOTH MEMORIAL CUP     |
| FACILITY         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | GAMES HAM. REG WINES & FINCUPS   |
| CONCESSIONS      | <input checked="" type="checkbox"/> | <input type="checkbox"/> | IN KITCHENER & MONTREAL HAMILTON |
| OTHER VERY CLEAN | <input checked="" type="checkbox"/> | <input type="checkbox"/> | WON BOTH UNDER TREMENDOUS ODDS.  |

SUGGESTIONS: YET I WANTED AROUND THIS COLISEUM  
AS I DON'T SEE ONE PICTURE OF ANY OF THESE  
GREAT TEAMS, WHY? TO WIN BE PART OF  
THE MEMORIAL CUP I WILL ALWAYS REMEMBER

NAME: JOHN W BAXTER

ADDRESS: 221 EAST 19<sup>TH</sup> STREET, HAMILTON

PHONE NUMBER: 385-0780

THANK YOU



## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416-527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Hockey game

DID YOU ENJOY THE EVENT? yes

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                       | COMMENTS                       |
|-------------|-------------------------------------|--------------------------|--------------------------------|
| STAFF       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>Extremely Pleasant.</u>     |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>Very clean</u>              |
| CONCESSIONS | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>snacks are great prices</u> |
| OTHER       | <input type="checkbox"/>            | <input type="checkbox"/> | <u>of pop are too high</u>     |

SUGGESTIONS: Lower the price of your pop  
or put less ice in it. Other than  
that everything else is just fabu-  
ous.

NAME: Mike Sallie

ADDRESS: 1110 York St Hamilton Ont L9C 4K7

PHONE NUMBER: 387-1208

THANK YOU



## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416-527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: HAMILTON DUKES (OCT. 1, 1989)

DID YOU ENJOY THE EVENT? no

WERE YOU SATISFIED WITH:

|             | YES                                 | NO                                  | COMMENTS       |
|-------------|-------------------------------------|-------------------------------------|----------------|
| STAFF       | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |                |
| FACILITY    | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |                |
| CONCESSIONS | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <u>PRICED.</u> |
| OTHER       | <input type="checkbox"/>            | <input type="checkbox"/>            |                |

SUGGESTIONS: THE HOCKEY CLUB IS UNDISCIPLINED. THEY NEED  
BETTER COACHING IF THEY HOPE TO SUCCEED.

NAME: RON E. KERIC

ADDRESS: 207 SENECA AVE HAMILTON, ONT L9B 1M1

PHONE NUMBER: 679-6101

THANK YOU

# COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: DUKES HOCKEY

DID YOU ENJOY THE EVENT? YES

WERE YOU SATISFIED WITH:

|              | YES                      | NO                                  | COMMENTS                            |
|--------------|--------------------------|-------------------------------------|-------------------------------------|
| STAFF        | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Food was pathetic, take             |
| FACILITY     | <input type="checkbox"/> | <input type="checkbox"/>            | the cheese for nachos               |
| CONCESSIONS  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | & change, it is too hot, it         |
| OTHER        | <input type="checkbox"/> | <input type="checkbox"/>            | tastes like it has jalapeno peppers |
| SUGGESTIONS: | in it.                   |                                     |                                     |

Train your staff.

I will be calling in the next couple  
of days.

NAME: Debby Babato

ADDRESS: 33 Station Ave N

PHONE NUMBER: 545-202441

THANK YOU

- There were only 2,000 people, what if there were 30,000 people.
- I come here for every game, and I will now bring my own pop & snacks.





**Copps  
Coliseum**  
Victor K. Copps  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: JUNIOR HOCKEY SEPT 23<sup>RD</sup> 1989  
DID YOU ENJOY THE EVENT? YES, MOST EXCITING GAME IN THE WORLD  
WERE YOU SATISFIED WITH: THAT'S JUNIOR HOCKEY!

|                                                                                                                                                                                                                                                                   | YES                                 | NO                       | COMMENTS                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------|----------------------------------------------|
| STAFF                                                                                                                                                                                                                                                             | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                                              |
| FACILITY                                                                                                                                                                                                                                                          | <input type="checkbox"/>            | <input type="checkbox"/> | <u>BEAUTIFUL CLEAN 1<sup>ST</sup> CLASS.</u> |
| CONCESSIONS                                                                                                                                                                                                                                                       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                                              |
| OTHER                                                                                                                                                                                                                                                             | <input type="checkbox"/>            | <input type="checkbox"/> |                                              |
| SUGGESTIONS: <u>I'd like to see more Hamiltonians come to Junior hockey, here is a city that has gone to the Memorial Cup - twice and won both times. I hope the arena is packed for the Memorial Cup in May 1990. Good luck Major Cup to you. I'll be there!</u> |                                     |                          |                                              |
| NAME: <u>John W. Baxter</u>                                                                                                                                                                                                                                       |                                     |                          |                                              |
| ADDRESS: <u>221 EAST 19<sup>TH</sup> STREET Hamilton, Ont</u>                                                                                                                                                                                                     |                                     |                          |                                              |
| PHONE NUMBER: <u>385-0780</u>                                                                                                                                                                                                                                     |                                     |                          |                                              |

THANK YOU Your welcome!



**Copps  
Coliseum**  
Victor K. Copps  
Trade Centre/Arena

## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Rodeo  
DID YOU ENJOY THE EVENT? Yes  
WERE YOU SATISFIED WITH:

|                                                     | YES                                 | NO                       | COMMENTS                  |
|-----------------------------------------------------|-------------------------------------|--------------------------|---------------------------|
| STAFF                                               | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                           |
| FACILITY                                            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>very nice facility</u> |
| CONCESSIONS                                         | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                           |
| OTHER                                               | <input type="checkbox"/>            | <input type="checkbox"/> |                           |
| SUGGESTIONS: <u>Music - needed in the bar area.</u> |                                     |                          |                           |

NAME: Miss Debra Peccotti  
ADDRESS: ~~111111111111~~ 55 Victoria Ave Apt 27  
PHONE NUMBER: 528-2132

THANK YOU



## COMMENT CARD

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416-527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Basketball

DID YOU ENJOY THE EVENT? Yes

WERE YOU SATISFIED WITH:

|              | YES                                 | NO                                  | COMMENTS                                                                 |
|--------------|-------------------------------------|-------------------------------------|--------------------------------------------------------------------------|
| STAFF        | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |                                                                          |
| FACILITY     | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Concession #9 ran out of                                                 |
| CONCESSIONS  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | change, the lines were                                                   |
| OTHER        | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | deplorable and the staff was                                             |
| SUGGESTIONS: |                                     |                                     | rich when questioned why proper<br>change was not given. (I lost \$1.25) |

NAME: John Stevenson

ADDRESS: Welland Ont.

PHONE NUMBER: 1-235-4289

THANK YOU



# **Copps Coliseum**

Victor K. Copps  
Trade Centre/Arena

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

October 19, 1989.

## REPORT BY THE DIRECTOR OF COPPS COLISEUM

The Ontario Rodeo Finals were held at the Coliseum on Saturday, October 14 and Sunday, October 15, 1989.

There were a total of three shows with poor attendance figures of approximately 5,500 people. The promoter, The Hamilton East Lions Club, expected a much larger attendance. Given the expense of staging this event, full consideration must be taken before deciding on whether or not to return next year. The fact that the promoter was unable to attract the services of TSN and Cable 14 to televise and promote the Rodeo as was initially expected, was also a major disappointment and will also impact on their decision about returning.

From a facilities management viewpoint, I would not encourage them to return based on the following:

- a) poor attendance during the past three years;
- b) the dates taken in October are valuable for other possible bookings;
- c) the dirt which has to be placed over the protected ice covering reduces the life cycle of the ice;
- d) the energy required to remove the odour by continuous operation of exhaust fans.

The National Basketball Association pre-season exhibition game between the Chicago Bulls and the New Jersey Nets next took place at the Coliseum on Tuesday, October 17, 1989.

Chicago Bulls superstar Michael "Air" Jordan demonstrated why he is the most exciting basketball player in the N.B.A. who has won three straight scoring titles by consistently scoring and making unbelievable plays.

The game was attended by approximately 15,000 excited fans who received their money's worth by watching two talented and hard-working teams. Special guests in attendance were Mr. 'T', Mr. Jack Donahue who coached Canada's National Basketball Team and a delegation representing the Toronto Olympic Council.

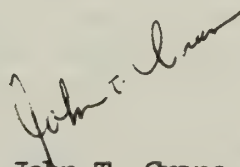
The Dukes of Hamilton Major Junior 'A' Hockey Club has won their last two home games and seems to be improving each passing day as a result of a great deal of effort and dedication during their practice sessions. I am sure that Mr. Dave Draper, the General Manager, is always looking to trade for a couple of big, tough wingers which will help the club to become a contender leading into the Memorial Cup.

The Ontario Arenas Association held a zone meeting at the Coliseum on Wednesday, October 18, 1989. The meeting was well attended by facility managers and operators throughout the zone. Members seized the opportunity to tour the Coliseum and from the comments I heard, they were very impressed with the facility.

The meeting was hosted by the City's Culture and Recreation Department who did an excellent job in arranging an equipment display and organizing a great lunch. Alderman Gallagher and Mr. Lou Sage were special guests and were seated at the head table.

Once again, this is budget time and the Director is busy preparing the Operating and Capital Budgets for Copps Coliseum and The Cental Utilities Plant in order to meet the timetable established by the Managing Director/CEO.

Respectfully submitted,



John T. Crane,  
Director.

JTC:mjm



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

1989 October 20

Mr. G. Macaluso. Director.  
HECFI

Dear Gabe:

Please find attached a copy of the letter from the Running Hall of Fame.

Please forward to appropriate Committee for approval.

Thank you for your attention to this matter.

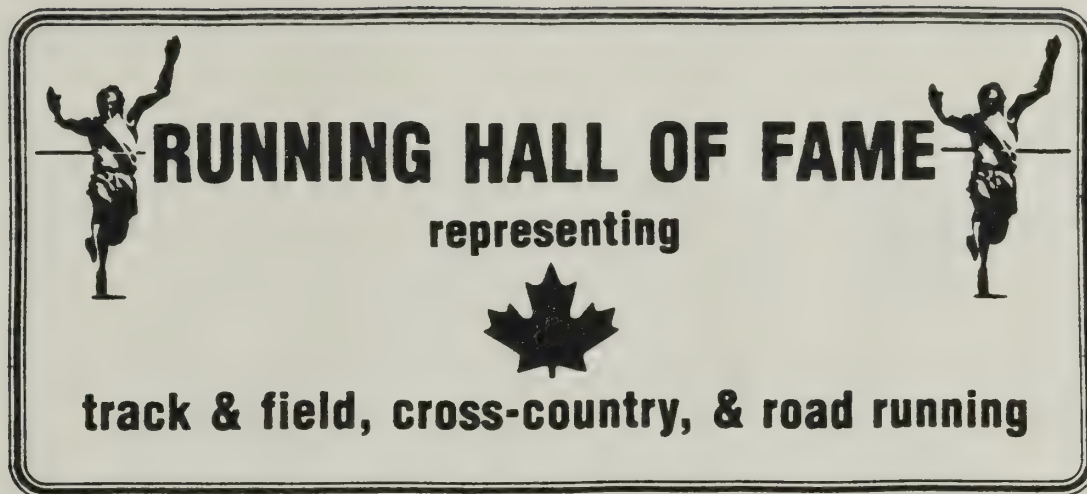
Your Alderman.

John Gallagher. Chairman.  
HECFI

JG:tb

Attch..1





August 28, 1989

25 Main St. W. Suite 2215 Hamilton, Ont. L8P 1H1

Alderman John Gallagher  
City of Hamilton  
Hamilton, Ontario

Dear John,

In November of 1988 the Running Hall of Fame was established in Hamilton. The objectives of the Hall of Fame are:

to record and display the history of running in this area, the province and the country and to recognize the contributions of athletes, coaches, officials and builders of the sport of running.

Since our establishment we have had several meetings and will be ready this fall for our first inductees. Would you contact the appropriate people to determine if we could recognize the inductees and have their photos displayed on a wall in Copps Collisum (in a similar fashion as the Mayor's in City Hall). This would act as a temporary home until a permanent site is found in a few years.

Thank you for your past support with running and together we will make Hamilton the Running Capital of Canada.

Sincerely,

A handwritten signature in cursive script, appearing to read "L. Hewick".

Laurence Hewick, Ph.D  
Chairman, Running Hall of Fame

cc. Don Ross  
Board Members



Attachment 5.2.1

5.2.1      Copps Coliseum Committee Minutes of September 27, 1989









COPPS COLISEUM COMMITTEE

Wednesday, September 27, 1989  
12:00 Noon  
Hamilton Room, Copps Coliseum

PRESENT: Alderman T. Murray, Chairman  
Mr. P. Cowell, Vice Chairman  
Mr. W. McFarland  
Alderman D. Agostino  
Mr. G. Kwiatowski  
Alderman J. Gallagher, Chairman,  
H.E.C.F.I. Board of Directors

ALSO

PRESENT: Mr. G. Macaluso  
Mr. J. Crane  
Mr. J. Leuser  
Ms. G. McCaffrey, Secretary

REGRETS: Mr. T. Casey

The Chairman called the meeting to order at 12:05 p.m.

The following motions were carried during the In Camera Session:

THAT THE IN CAMERA SESSION OF THE COPPS COLISEUM COMMITTEE MEETING  
BE CONVENED AT 1:20 P.M.

THAT THE COPPS COLISEUM IN CAMERA MINUTES OF AUGUST 23, 1989, BE  
APPROVED.

THAT THE FINANCIAL AND STATISTICAL INFORMATION REPORT ON EVENTS  
FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1989, BE RECEIVED FOR  
INFORMATION.

THAT THE STATUS REPORT ON TENTATIVE HOLDS AT COPPS COLISEUM -  
SEPTEMBER TO DECEMBER 1989, BE RECEIVED FOR INFORMATION.

THAT THE IN CAMERA SESSION OF THE COPPS COLISEUM COMMITTEE BE  
ADJOURNED AT 1:55 P.M.

1. Copps Coliseum Committee Minutes of August 23, 1989

1.2 Motion for Approval

MOVED by Mr. Cowell, seconded by Mr. Kwiatowski that

THE COPPS COLISEUM COMMITTEE MINUTES OF AUGUST 23, 1989, BE  
APPROVED.

MOTION CARRIED.

2. Business Arising From the Minutes

Nil

3. Marketing

3.1 Status Report on Confirmed Events/Performances at Copps Coliseum - September to December 1989

MOVED by Alderman Agostino, seconded by Mr. McFarland that

THE STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - SEPTEMBER TO DECEMBER 1989, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

3.2 Marketing Services Report - September 1989

Mr. J. Crane introduced Mr. D. Watkins who was present to provide additional information in conjunction with the Marketing Services Report. Mr. Watkins reviewed the bid submissions including the accompanying videos for the 1991 World Junior Hockey Championships and the 1990 Memorial Cup.

Mr. Watkins advised that the videos are the property of HECFI/Copps Coliseum and that they will be kept for future use. It was noted that Channel 11, and in particular Mr. Paul Hendrick, were most helpful and cooperative with respect to preparing the videos. Alderman Murray stated that recognition to Channel 11, among others, as good corporate citizens is planned for a future meeting of City Council. In addition, it is planned to send Channel 11 a letter of thanks from the Memorial Cup Committee.

Alderman Murray thanked all who participated in the preparation of both bids and stated that the part played by Mr. Watkins was instrumental especially in respect to the Memorial Cup.

Mr. Watkins reported that much effort has been devoted to marketing the upcoming N.B.A. game. Due to the fact that the promoter is from West Virginia, marketing support has been required from staff at Copps Coliseum and Mr. Watkins stated that by drawing on community support ticket sales are expected to be 15,000.

MOVED by Alderman Gallagher, seconded by Mr. Cowell that



THE MARKETING SERVICES REPORT - SEPTEMBER 1989, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4. Capital Budget Programme Items

4.1 Copps Coliseum - Supply and Delivery of Ride-on Floor Scrubber, Acceptance of Quotation

Alderman Gallagher reviewed the background information submitted as part of the recommendation to approve the purchase of the ride-on floor scrubber. Discussion followed on the procedure for approval of capital budget items and Alderman Gallagher questioned if the proper procedure had been followed for the purchase of this piece of equipment. He stated that once capital budget items are approved by City Council the proper procedure requires that the item go to the Committee before calling for tenders. In addition, Alderman Gallagher stated that he believed the reasons given as to why this machine is necessary were not valid.

Mr. Crane stated that he believed the proper process for approval had been followed. He stated that the need for this machine is valid because it is fast and efficient, especially during turn-around time between events such as the Monster Trucks where tons of dirt need to be removed. It was noted the life span for the equipment is 20 years. Mr. Crane stated that a contract is in place for general, day to day cleaning. However, this machine is necessary for the turn-around period between events which has previously been carried out by our own part time staff. An example would be when the homosote is removed from the ice surface, the ice must then be cleaned before the next event possibly occurring on the next day.

Mr. Cowell stated that all the reasons for purchasing this machine would have been discussed during the capital budget process and then at the Committee level. He stated that the procedure should be clarified as he believed management had acted properly. Alderman Gallagher stated there are two issues in this matter; one is the process and the other is the need. He stated it is very important that the policy be established.

Mr. McFarland stated that unless the policy had changed the proper procedure was to prepare the capital budget with provision for specific items. At that point in time, it is merely a plan and not considered authority to proceed. Each item would then be required to come before the Committee stating a provision had been made and now requesting the Committee to approve proceeding.

Mr. Leuser stated that the policy is as outlined by Mr. McFarland; i.e. after capital budgets are approved by the City, then the various departments including HECFI come forward to ask approval to proceed. Once the approval is received from the appropriate Committee, HECFI Board, City Coordinating Committee and City Council, then staff can go to tender. Mr. Leuser stated that it was his opinion that this procedure had been followed.

Alderman Gallagher stated that the need for the scrubber was based on the increase in events; but in fact the number of events has decreased. Also, it was stated that manual labour costs and cleaning costs would be reduced. He stated the actual cost savings should be ascertained and documented in detail. He stated the cost of the machine would cover a lot of part time wages.

Mr. McFarland stated that if the need for this machine has been ascertained, then he was not opposed to: ~~proceeding~~. Alderman Murray stated that the need had been established.

MOVED by Mr. Cowell, seconded by Alderman Agostino that

THE QUOTATION SUBMITTED BY CLARKE AMERICAN-LINCOLN IN THE TOTAL AMOUNT OF \$34,819.20 FOR THE SUPPLY AND DELIVERY OF ONE RIDE-ON FLOOR SCRUBBER BE ACCEPTED AND THAT THE H.E.C.F.I. EXECUTIVE COMMITTEE RECOMMEND THE METHOD OF FINANCING, BE APPROVED.

NOTE: LOWEST OF THREE (3) TENDERS RECEIVED.

MOTION CARRIED.

ALDERMAN GALLAGHER OPPOSED.

5. New Business

5.1 Consolidated Unaudited Operating Results for HECFI for The Eight Month Period Ended August 31, 1989

Mr. McFarland stated that a minor item has been discussed with Mr. Leuser with respect to the financial statements where brackets have been used to depict surpluses and deficits. Future statements will employ the use of brackets for deficits only.

MOVED by Mr. Kwiatowski, seconded by Mr. McFarland that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR HECFI FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1989, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.



5.2 Unaudited Operating Results for the Central Utilities Plant for The Eight Month Period Ended August 31, 1989

MOVED by Mr. McFarland, seconded by Mr. Cowell that

THE UNAUDITED OPERATING RESULTS FOR THE CENTRAL UTILITIES PLANT FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1989, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5.3 Comment Cards

It was noted that promoters are sent copies of all comments received from patrons with respect to their event.

MOVED by Mr. Cowell, seconded by Alderman Agostino that

THE COMMENT CARDS AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, DATED 1989 SEPTEMBER 20, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

6. Report by the Director of Copps Coliseum

MOVED by Mr. Cowell, seconded by Alderman Gallagher that

THE REPORT BY THE DIRECTOR OF COPPS COLISEUM, DATED SEPTEMBER 20, 1989, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

7. Other Business

7.1 Forklift - Incident Report

Alderman Gallagher stated that the proper checks and balances are in place to ensure that the accident has been recorded.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE INCIDENT REPORT, DATED 1989 SEPTEMBER 20, RESPECTING THE FORKLIFT AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

7.2 Volume Concession Services Inc. - Revised 1989-1990 Price Proposal

Alderman Gallagher stated that at the HECFI Executive Committee held on September 6, 1989, instructions were given to management to review specific items with respect to the Price Proposal from Volume Concession Services. He stated that the original instructions were for staff to conduct their own survey; however the report being presented is from Volume Concession Services.

Discussion followed on the information contained in the report. It was noted that we should not be concerned that Volume's labour costs have increased. Also, some of the numbers, i.e. attendance figures at Ivor Wynne, are inflated. Alderman Agostino stated that he agreed with Alderman Gallagher. He was not concerned that Volume's staff costs are up.

Mr. Cowell stated that he had hoped to have the Volume representatives in attendance to discuss food quality. It was noted that complaints are still being received regarding long line-ups, and cold food. Mr. Cowell stated that the prices of the items are not high if there is quality and service.

Mr. Crane stated that he believed his report had addressed the areas in question. However, if this has not been done he asked for clarification on the Committee's requirements.

Alderman Gallagher asked Mr. Macaluso if he understood what was required. Mr. Macaluso replied that he did. Alderman Gallagher suggested that Messrs. Macaluso and Crane arrange to meet and submit a revised report.

Mr. Leuser advised that HECFI has provision in the contract with Volume to audit their revenue figures but we do not have authority to see their cost figures. It was noted that actual food costs will be difficult to obtain at other facilities as discounts may apply on quantity orders, quality of items may vary, etc.

MOVED by Alderman Gallagher, seconded by Alderman Agostino that

THE REVISED 1989-1990 PRICE PROPOSAL, DATED SEPTEMBER 19, 1989, SUBMITTED BY VOLUME CONCESSION SERVICES INC. BE REFERRED BACK TO THE MANAGING DIRECTOR/CEO IN ORDER THAT MANAGEMENT CONDUCT A SURVEY IN RESPECT OF PRICING AT SIMILAR FACILITIES AND TO OBTAIN ADDITIONAL FINANCIAL INFORMATION FROM VOLUME CONCESSION SERVICES INC.

MOTION CARRIED.



8. Unfinished Business

8.1 Liquor Licence for Copps Coliseum

Mr. Crane advised he has been in periodic contact with Ms. Collins' office, however there is nothing further to report. Alderman Murray stated that a letter should be sent to her as the SkyDome has had a liquor licence for some time now. Alderman Gallagher suggested the letter should come from the CEO's office.

9. Date of Next Meeting

Wednesday, October 25, 1989  
12:00 Noon  
Hamilton Room, Copps Coliseum

10. Adjournment

MOVED by Alderman Gallagher, seconded by Mr. Kwiatowski that  
**THE COPPS COLISEUM COMMITTEE MEETING BE ADJOURNED AT 1:20 P.M.**  
MOTION CARRIED.

TAKEN AS READ AND APPROVED,

---

Alderman T. Murray, Chairman

---

Gail McCaffrey, Secretary



5.3

Hamilton Convention Centre Committee Ninth Report







REPORT TO THE BOARD OF DIRECTORS, HECFI  
FROM THE HAMILTON CONVENTION CENTRE COMMITTEE MEETING  
OF FRIDAY, OCTOBER 27, 1989

The Hamilton Convention Centre Committee presents its **NINTH REPORT** as follows and respectfully recommends:-

1. Donated Wine - Junior Achievement of Hamilton/Wentworth

That the Junior Achievement of Hamilton/Wentworth be allowed to serve donated wine, two bottles per table, at their dinner on November 15, 1989.

A copy of the recommendation of the Operations Manager, together with supporting material, is attached as **APPENDIX "A"**.

Information Items

2. Maintenance of Elevators and Escalators - Agreements

A report of the Operations Manager, attached hereto as **APPENDIX "B"**, was received for information.

3. Report on the Centre for the month of September, 1989

The Operations Manager's Report on the Centre for the month of September, 1989 was approved and received for information. A copy is attached as **APPENDIX "C"**.

4. Crime Stoppers International Convention

A report of the Events Manager, HCC to the Operations Manager, on her attendance at the Crime Stoppers International Convention held in Albuquerque in September, 1989 was received for information and to be forwarded to the Board of Directors. A copy is attached as **APPENDIX "D"**.

5. Correspondence items

The correspondence items, attached as **APPENDIX "E"**, were received for information.

6. Client Evaluations

The Client Evaluations were received for information.

7. Unaudited Operating Results for the nine-month period to September 30, 1989

The Unaudited Operating Results for the nine-month period to September 30, 1989 were approved and received for information. A copy will be included

with the material forwarded to the Directors by the Finance/Administration Division.

**8. Marketing Services Report**

The Marketing Services Report was approved and received for information. A copy will be provided to the Directors by the Marketing Services Department.

**9. Date of next meeting**

The date of the next meeting was arranged for Friday, November 24, 1989 at 08:00 hours.

Respectfully submitted,

Norman Levitt, Chairman  
Hamilton Convention Centre Committee

B. Goddard  
Secretary



HAMILTON  
CONVENTION  
CENTRE

APPENDIX "A"

FROM: Stephen H. Dockman, Operations Manager  
Hamilton Convention Centre

DATE: October 23, 1989

FOR ACTION X

FOR INFORMATION \_\_\_\_\_

TO: HECFI BOARD \_\_\_\_\_ AND/OR HAMILTON CONVENTION CENTRE COMMITTEE(S) X

SUBJECT: Donated Wine - Junior Achievement of Hamilton/Wentworth

RECOMMENDATION: THAT THE JUNIOR ACHIEVEMENT OF HAMILTON/WENTWORTH BE ALLOWED TO SERVE DONATED WINE, TWO BOTTLES PER TABLE, AT THEIR DINNER ON NOVEMBER 15, 1989

BACKGROUND:

Attached is a letter from Ms. Anna Bradford, Executive Director of Junior Achievement of Hamilton/Wentworth, requesting permission to serve donated wine from Andres at the Governor's Dinner.

Due to the nature of the organization, it is our recommendation that we support this prestigious event.

Stephen H. Dockman  
Operations Manager  
Hamilton Convention Centre

SHD:bg  
Attch.



YOUR  
INVESTMENT  
IN FREE  
ENTERPRISE

JUNIOR ACHIEVEMENT  
OF HAMILTON/WENTWORTH

48 FERGUSON AVE. S.  
HAMILTON, ONTARIO L8N 2M5  
TELEPHONE: (416) 525-5343  
FAX: (416) 525-9755

OCT 20 1989

*[Handwritten mark]*

October 18, 1989

Mr. Steve Dockman  
Manager  
Hamilton Convention Centre  
115 King Street West,  
Hamilton, Ontario  
L8P 4TP

Dear Mr. Dockman,

I have been asked to write you letter to inform the Hamilton Convention Centre that wine has been donated for the Governor's Dinner to be held on Wednesday, November 15, 1989.

It is my understanding that the wine will be donated by Andres. As details are firmed up, I will pass along the information. If there are any special requirements in regards to the donation of wine, for events held at the Convention Centre, please do not hesitate to call my office.

Your sincerely,

Anna M. Bradford  
Executive Director  
Junior Achievement of Hamilton/Wentworth





HAMILTON  
CONVENTION  
CENTRE

APPENDIX "B"

FROM: Stephen H. Dockman, Operations Manager

DATE: October 23, 1989

Hamilton Convention Centre

FOR ACTION \_\_\_\_\_

FOR INFORMATION X

TO: HECFI BOARD \_\_\_\_\_ HECFI EXECUTIVE  
AND/OR HAMILTON CONVENTION CENTRE COMMITTEE(S) X

SUBJECT: Maintenance Agreements - Elevators and Escalators

RECOMMENDATION: n/a

BACKGROUND:

According to Mr. Tom Bradley, Manager of Purchasing for the City of Hamilton, it has been a regular practice over the past thirty years to enter into a Maintenance Agreement with the manufacturer of the equipment once the warranty period has expired.

Under the present agreements, we receive an excellent level of service. The technicians are totally familiar with the equipment and original replacement parts are readily available.

Mr. Bradley monitors the increases to the agreements and issues purchase orders accordingly.

Stephen H. Dockman  
Operations Manager  
Hamilton Convention Centre

SHD:bg



REPORT TO THE HAMILTON CONVENTION CENTRE COMMITTEE  
FROM THE OPERATIONS MANAGER FOR SEPTEMBER, 1989

October 23, 1989

The month of September was a tremendous month, with revenue exceeding \$400,000 for only the second time. The actual revenue was \$441,236, doubling the budget of \$220,000. The revenue for the year to date is \$2,551,855, well above the budget of \$1,917,000 and 30.6% over revenue for the same period last year.

The high revenue figure can be attributed to the two major conventions and the Silvestri/Trulli wedding. As well, there were a number of other major events, including the B'nai Brith Award of Merit, with guest speaker President Gerald Ford.

Future sales for September were \$445,073, well above our objective of \$398,000 and comparable to sales of \$442,149 in September 1988. Sales for the third quarter of \$2,851,004 remain slightly below our objective for the year of \$2,890,000.

The following is a brief outline of the conventions and other major functions during the month of September.

|                                                  | <u>No. of persons<br/>attended</u> | <u>Revenue<br/>generated</u> |
|--------------------------------------------------|------------------------------------|------------------------------|
| <u>Conventions:</u>                              |                                    |                              |
| Sixth World Conference on Co-operative Education | 800                                | \$63,638                     |
| Canadian Association of Chiefs of Police         | 650                                | 67,132                       |
| <u>Banquets</u>                                  |                                    |                              |
| Silvestri/Trulli Wedding                         | 573                                | 61,021                       |
| B'nai Brith Canada                               | 825                                | 9,341                        |
| Ministry of the Environment                      | 644                                | 11,812                       |
| Dofasco Quarter Century Club                     | 1,090                              | 31,187                       |
| <u>Other</u>                                     |                                    |                              |
| Festitalia Vino e Amore                          | 3,000                              | 20,119                       |
| Canadian Office Machine Dealers - Trade Show     | 2,000                              | 8,237                        |
| Steel City Oktoberfest                           | 620                                | 8,891                        |

We are presently seeking a replacement for Tom Gleeson who was terminated as Maintenance Assistant.

Stephen H. Dockman  
Operations Manager  
Hamilton Convention Centre

SHD:bg



HAMILTON  
CONVENTION  
CENTRE

APPENDIX "D"

FROM: Stephen H. Dockman, Operations Manager  
Hamilton Convention Centre

DATE: October 23, 1989

FOR ACTION \_\_\_\_\_

FOR INFORMATION X

TO: HECFI BOARD \_\_\_\_\_ AND/OR HAMILTON CONVENTION CENTRE COMMITTEE(S) X

SUBJECT: **Crime Stoppers International Convention**

RECOMMENDATION: n/a

BACKGROUND:

The Eleventh Annual Crime Stoppers International Convention will be held in Hamilton at the Convention September 23-26, 1990.

As part of the Hamilton contingent to the Tenth Annual Conference in Albuquerque, New Mexico, Robin Laking, Events Manager, attended with the intention of obtaining information on the facility and the various events, in order to improve the Convention in Hamilton. A copy of her report is attached for reference.

Regional Chairman Reg Whynott has been active in Crime Stoppers for a number of years and was recently voted in as President of the International organization. A copy of Ms. Laking's report was forwarded to Mr. Whynott and Paul Lakin. A thank-you letter was subsequently received, a copy of which is also attached.

With Ms. Laking's insight into the Convention at Albuquerque, the 1990 Convention is anticipated to be a memorable and successful event.

Stephen H. Dockman  
Operations Manager  
Hamilton Convention Centre

SHD:bg  
Attch.



THE REGIONAL MUNICIPALITY  
OF HAMILTON - WENTWORTH

Office of the Chairman

October 18, 1989

Robin Laking  
Events Manager  
Hamilton Convention Centre  
115 King Street West  
Hamilton, Ontario  
L8P 4T9

Dear Robin:

Thank you for the copy of your report and recommendations re: the CRIME STOPPERS Conference. I found it to be very interesting, informative and the suggestions for 1990 were very positive.

I will be passing a copy to the Conference Committee and appropriate CSI officials for their information and inclusion in their deliberations for next year.

Thanks also for your attendance and your active support and participation at the conference in Albuquerque ... it was really appreciated.

We'll be in touch.

Sincerely,

R.J. (Reg) Whynott  
President  
Crime Stoppers International

cc: Mr. Paul Lakin, Crime Stoppers of Hamilton-Wentworth

Mr. Tim Kline, Executive Director, C.S.I.

Encl.





HAMILTON  
CONVENTION  
CENTRE

115 King Street West  
Hamilton, Ontario  
Canada L8P 4T9  
Tel. 416/523-5883

REPORT TO THE HAMILTON CONVENTION CENTRE DIRECTOR  
FROM THE EVENTS MANAGER ON  
CRIME STOPPERS INTERNATIONAL CONVENTION 1989

October 6, 1989

## INTRODUCTION

The 10th Annual Conference of Crime Stoppers International took place September 16th to 20th in the "birthplace of Crime Stoppers" Albuquerque, New Mexico. Registered delegates numbered approximately 700 and included both police co-ordinators and citizen board members from as far as Australia and Great Britain.

Following are my observations regarding physical setup, meals and other logistics. I have included comments from other delegates where appropriate and recommendations for improvements with the hope these may be useful to the 1990 planning committee.

## AIRPORT GREETING

First impressions are indeed important. Delegates were met by informed staff at the airport and provided prompt service to hotels.

\*Recommendation: Americans seem to enjoy gimmicks. Greet delegates with costumed "Weepil" to continue familiar theme or other appropriate mascot.

## REGISTRATION

Registration for the conference, tours and transportation was located in the Garden Room. Centrally located in the Hilton, it features windows on three sides which allowed easy visibility.

\*Recommendation: Use third floor Chedoke foyer for registration. It is equipped with a built-in desk, cupboards with keys for storage of materials and telephone extension.

## NAME BADGES

Badges were handsome laminated type that pin on to clothing.

\*Recommendation: Chain or rope type badge is more popular with both male and female delegates. One variety has an insert on the reverse for a "capsule" program (different colour for each day) for quick reference. Sample available upon request.

## MUSEUM RECEPTION

Sunday September 17: The reception at the Museum of Natural History allowed time for browsing followed by very light food: Cheese & crackers, vegetables & fruit with dip. Host Wine and beer were provided. Lineups for the food and beverage were endless and there was a general expectation that the food should have been more substantial. Many delegates expected dinner and had to go on to local restaurants to eat.

\*Recommendation: Advertising should be clear for this type of function. If it is a reception only, it should state this or be followed by "Dinner on your own". The listing in the program was vague.

## BREAKFAST

"Continental" breakfast was provided three mornings at 07:30 and consisted of coffee and small danish.

\*Recommendation: Variety in the continental breakfast could be provided by offering a selection of muffins, tea biscuits, cinnamon buns, etc. Juice should always be included and if budget permits fruit or a full bacon & eggs breakfast buffet style.

## OPENING CEREMONIES

Monday September 18: The opening ceremonies were conducted outdoors by the pool and the ambience (including sunshine) was first rate. Theatre style seating faced a raised platform with podium and microphone. Several flags lined the rear of the stage and the police band in full uniform completed the setup. Ceremonies lasted approximately one hour and included the flag entrance and anthems, welcome by various dignitaries and entertainment by Indian dancers. There was some trouble with sound due to the portable PA.

\*Recommendation:

- 1) Chedoke Room would be the most appropriate area for this ceremony.
- 2) Provide media feed if press are expected to avoid microphone feedback.
- 3) The handout with the anthems was a good idea, however, if starting with an unfamiliar flag and anthem (such as Australia) each country could be announced before proceeding.

## EXHIBITS/COFFEE BREAKS

There were less than a dozen exhibits and these were located in the hallway outside the meeting rooms. Coffee stations were also set up in the concourse and although there were no scheduled breaks, refreshments were always available.

\*Recommendation: Chedoke foyer would be ideal for both coffee breaks and exhibitors (under 30). It is adjacent to the registration desk & washrooms and allows delegates to view exhibits while on a break.

## MEETING ROOMS

Set up was standard theatre style with aisles, raised head table and centre table lectern with microphone. Ice Water Stations were located at the rear of room and large namecards were provided in front of each head table guest. Audio visual equipment included two floor microphones in the aisles for questions from the floor, an overhead projector and screen, flipchart and a VHS & monitor.

### \*Recommendation:

- 1) Banner behind head table was "computerized" and not particularly effective. Suggest cloth or vinyl with some colour for attention.
- 2) Suggest we provide easel outside each meeting room for client's sign with the name of the seminar.
- 3) One 20" TV monitor could not be seen by 600 people. If video equipment is necessary, provide 6' projection screen or alternately several TV monitors.

## LUNCHEONS

### Menu - Monday September 18

Tossed Salad (preset)  
London Broil  
Carrots  
New Potatoes  
Rainbow Sherbet  
Rolls  
Coffee, Ice Tea

### Menu - Wednesday September 20

Tossed Salad (preset)  
Chicken in Cream Sauce  
Vegetable Medley (carrot,  
broccoli, cauliflower)  
White Rice  
Rolls  
Carrot Cake (preset)  
Coffee, Ice Tea

Tables were set for 9 people with alternated red, white and blue napkins. The meals were nicely presented and "plate served" in approximately 1 hour. Standard raised head table with lectern and microphone completed the setup. There was no bar or wine service. The "Fiesta" luncheon Tuesday featured traditional Mexican specialties. Attendance was very low due to tours and the comments on the meal were not all positive.



\*Recommendation:

- 1) The Convention Centre has recently hosted several successful functions on Commonwealth Square, the outdoor patio adjacent to Hamilton Place, the Convention Centre & Art Gallery. It is particularly suitable for casual, barbeque type meals and would provide a unique alternative for luncheon (weather permitting).
- 2) Allow 1 hr & 15 minutes for french service. Slightly more time consuming but very elegant.
- 3) Coloured napkins may be rented in variety of colours.
- 4) We can provide bud vase for fresh flowers in centre of round.
- 5) Room had to be vacated for 25 minutes on Wednesday to clear tables for meeting to follow. It is more desirable to move to fresh room if possible.

BANQUET

Wednesday September 20: The wrap up Awards Banquet took place at the Convention Centre. Buses began arriving at 17:30 and the cash bar did not open until after 18:00. The setup was rounds of 8 people each with raised head table with centre lectern and microphone and a large screen to one side of the head table. Aesthetics included two floral arrangements at the head table, burgundy napkins and mirror centrepieces with a harvest arrangement of corn, leaves & peppers and two small candles at each round.

Menu (plate service)

Tossed Salad  
Prime Ribs of Beef  
Baked Potato with sour cream  
Broccoli  
Rolls  
Raspberry & whipped cream chantilly

Very nice meal with a litre of red & white wine provided at each table. A chamber group provided music during the reception and there was a program at each place.

\*Recommendation:

- 1) Bar Service before dinner too long and area too large for intimacy. Recommend 1 hour maximum in foyer.
- 2) Room extremely warm; suggest we monitor temperature.
- 3) Waitstaff served and cleared while speeches were made. This is unprofessional and distracting and not our policy.
- 4) Video was going throughout the entire awards presentation. This drew attention away from podium speakers and should be avoided if possible.
- 5) Recommend candlelit globes on rounds or floral arrangement with candles and our candelabra on head table.
- 6) Head table can be lit for heightened visibility.
- 7) Head table could be piped in for effect.



- 8) Balloon or other decorations in theme colours would enhance room.
- 9) Dancing could be held in same room immediately following awards.
- 10) Banner (from meeting room) for behind head table.
- 11) Pianist or other background music through dinner.
- 12) It was suggested a small gift for the ladies might be appropriate.

## STATE FAIR

The evening at the Fair included an authentic rodeo and concert by country artist Roy Clark. Dinner was on your own.

\*Recommendation: "Mash Night", a visit to Niagara Falls, and a major sports event are in the planning stages for 1990. In addition a "murder mystery night" might be appropriate given the nature of the Conference. Suggested locations are the Convention Centre or the grounds of Dundurn Castle.

## TRANSPORTATION

Free transportation by van to the "old town", malls and other local destinations was excellent. Staff were very accommodating and this service will be expected by the 1990 delegates in Hamilton.

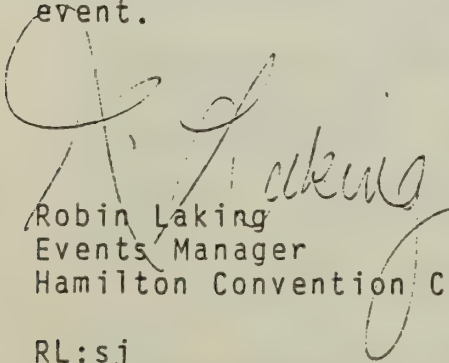
## DANCES

Nightly dances until 02:00 in the Convention hotel are a tradition and well attended. A band was featured one evening with a Disc Jockey the other three. The Convention Centre could be utilized for these functions with a cash bar provided and limited cash food in accordance with our liquor license.

## SUMMARY

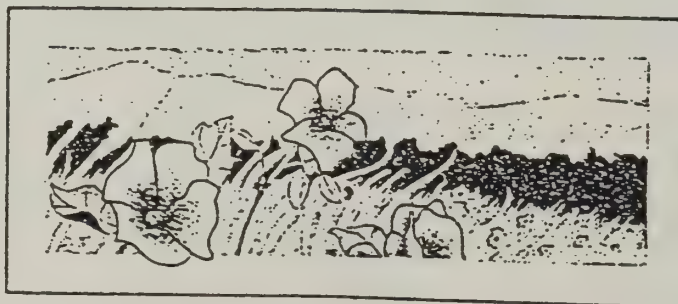
The 10th Annual Conference of Crime Stoppers International was considered successful by all in attendance.

I am confident Hamilton can produce an outstanding Crime Stoppers conference in 1990 and look forward to active participation in this event.

  
Robin Laking  
Events Manager  
Hamilton Convention Centre

RL:sj

## Sixth World Conference on Co-operative Education



T H A N K Y O U

Dear Margaret,  
I would like to extend a personal  
"thanks" to you & all the Convention  
Centre's staff for your excellent,  
professional and friendly service  
both before and during the Conference.  
You certainly made our task easier  
and contributed significantly to the  
success of the 6<sup>th</sup> World Conference.  
Thanks again. Sincerely, Robert Weiss

La Division scolaire de la Rivière Seine No 14  
The Seine River School Division No. 14

②

Louise Groves  
Teacher/Co-ordinator  
Hotel/Hospitality Program



②

Holiday Inn Downtown  
Concourse Level  
350 St. Mary Avenue  
Winnipeg, Manitoba  
R3C 3J2

September 11, 1989

SEP 10 1989  
C.E. Bruce McCready

CONGRATULATIONS FOR  
A JOB WELL DONE.  
PLEASE CONVEY MY THANKS  
TO STEVE AND NORMA

The General Manager  
Hamilton Convention Centre  
115 King Street West  
Hamilton, Ontario  
L8P 4T9

Sept 27/89

Dear Sir or Madam:

I recently attended the World Conference on Cooperative Education, held at your centre August 28 - September 1, 1989.

I teach a course in the Hotel/Hospitality industry and spent many years working in the hotel and restaurant business. I know that taking care of over 900 conference delegates is no easy task. Your staff is to be commended, as they took care of us in an excellent manner.

The facility was well organized, the food and refreshments of high quality and the service attentive. The meal for the final banquet was outstanding and our servers, Steve and Norma did an excellent job. My thanks to you and your staff for making my stay in Hamilton so pleasant.

Yours sincerely,

*Louise Groves*

Louise Groves  
Teacher/Co-ordinator

LG:ep

---

The Society of Management Accountants of Ontario

September 28, 1989

Mr. Vince Guglielmo  
Sales Executive  
HAMILTON CONVENTION CENTRE  
115 King Street West  
HAMILTON, Ontario  
L8P 4T9

Dear Vince:

I am writing to thank you very much for taking the time to meet with me on Monday and for the treating me to lunch. I'm glad I had the opportunity to see the Convention Centre since I have booked a few functions there - it always helps to know what you're working with!

As I said in our telephone conversation, everything went very well on Monday evening and the service and facilities were great.

It was a pleasure to see you again and I look forward to seeing you at an MPI meeting.

Yours truly,

*Caroline*

Caroline Halliday  
Meeting Facilities Co-ordinator



(4)

  
CHRISTIAN BOOKSELLERS ASSOCIATION,  
CANADIAN CHAPTER

*Copy  
to Margaret* (4)

September 28, 1989

Director  
Hamilton Convention Centre  
115 King Street West  
HAMILTON, Ontario  
L8P 4T9

Dear Sir,

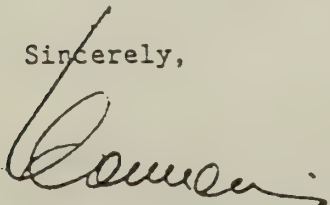
I have enclosed your evaluation form relative to our August 1989 Convention and Trade Show. You will note that we were more than satisfied with the facility, meals and the overall performance of your staff.

However, I would like to expand on this somewhat from a personal perspective. I am responsible for many meetings, trade shows and conventions across the country. Very rarely do I experience the quality of service, attention to detail and personable staff that was enjoyed in Hamilton. This began in early negotiations and continued throughout the convention itself.

Sal Farrauto, Margaret Lees, the banquet staff and security people and more, not only served us well but did so in a manner that our delegates felt that they were guests.

Thank you for everything.

Sincerely,

  
Glen Cameron  
Executive Director

GC:ej

Encl.



B'NAI  
BRITH  
CANADA

WILLIAM MORRIS, Q.C. (5)  
Award of Merit Dinner  
Hamilton Convention Centre  
Thursday September 14, 1989

September 27, 1989

OCT 02 1989

MICHAEL DEGROOTE  
Honourary Chairman

SHIRLEY MOLOT  
Co-Chair

THOMAS WEISZ  
Co-Chair

HERSHEL GOLDHAR  
Tribute Chairman

Mr. Steve Dockman  
Operational Manager  
Hamilton Convention Centre  
115 King Street West  
Hamilton, Ontario  
L8P 4T9

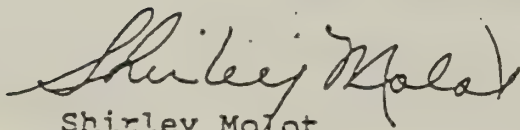
Dear Steve:

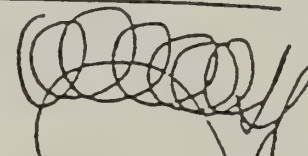
We would like to thank you, Bruce McCrady, Robin Laking and your staff for the outstanding job at the B'nai Brith Canada Award of Merit Dinner on September 14th.

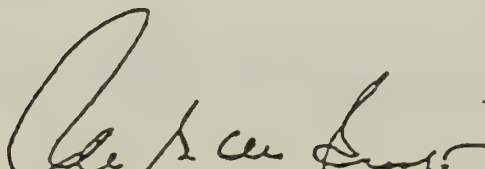
As you know, the evening was beautiful, truly a night to remember and due in a major way to your co-operation, helpfulness and flexibility.

Thank you once again for all your efforts.

Yours sincerely,

  
Shirley Molot  
Co-Chair

  
Thomas Weisz  
Co-Chair

  
Michael DeGroot  
Honourary Chairman

  
Hershel Goldhar  
Chairman  
Tribute Committee



Georgian College  
of Applied Arts and Technology

One Georgian Drive,  
Barrie, Ontario L4M 3X9  
Telephone 705-728-1951  
FAX 705-722-5123

SEP 13 1989

7 September 1989

Mr. Stephen Dockman  
Operations Manager  
Hamilton Convention Centre  
115 King St. West  
Hamilton, Ontario  
L8P 4T9

Dear Mr. Dockman:

I recently had the pleasure of attending the World Co-op  
Conference in Hamilton.

As a Co-operative Education consultant for the School of  
Hospitality and Tourism at Georgian College in Barrie, Ontario, I  
would like to commend you and your banquet staff for the  
excellent meals and service the delegates received during the  
conference.

With many years of experience working in the Hospitality  
Industry, I know the hard work and effort it takes to service a  
luncheon of that size. Not only were the staff skilled at what  
they did they appeared to have a sense of pride in a job well  
done! That is something that filters down from the top and to  
you I say "well done".

It was truly a pleasure and made me feel proud to be a part of  
the Hospitality Industry.

Yours truly,

Cheryl Pape  
Co-operative Education Consultant  
Co-op/Placement Office

CP:cb





5.3.1      Hamilton Convention Centre Minutes of September 22, 1989



**HAMILTON CONVENTION CENTRE COMMITTEE**

**REGULAR MEETING**

Friday, September 22, 1989

08:00 hours

Webster "C", HCC

**PRESENT:**

Mr. Norman Levitt, Chairman  
Mr. William J. Tidball, Vice-Chairman  
Alderman Don Drury  
Mrs. Mary Dow  
Mrs. Alison VanDuzer

**ALSO PRESENT:**

Mr. Gabe Macaluso, Managing Director/CEO, HECFI  
Mr. Stephen H. Dockman, Operations Manager, HCC  
Mr. John A. Leuser, Director  
Finance/Administration, HECFI  
Mrs. B. Goddard, Secretary

**1. Chairman's Remarks**

The Chairman opened the meeting and requested a motion to move in camera.

**2. Motion to move In Camera**

It was MOVED by Mr. Tidball, seconded by Mrs. Dow

**THAT THE IN CAMERA SESSION BE CONVENED**

MOTION CARRIED

**3. Motions carried during In Camera Session**

THAT THE MANAGING DIRECTOR BE AUTHORIZED TO INVESTIGATE AND REPORT ON THE EFFECT ON THE CENTRE IF PART-TIME WAGES WERE TO BE INCREASED BY \$1 AN HOUR FOR PERMANENT PART-TIME/SENIOR EMPLOYEES, SPECIFICALLY PORTERS AND STEWARDS

THAT THE REPORTS OF THE SALES DEPARTMENT FOR THE MONTH OF AUGUST 1989 BE APPROVED, RECEIVED FOR INFORMATION, AND FORWARDED TO THE BOARD OF DIRECTORS

THAT THE FINANCIAL AND STATISTICAL INFORMATION REPORTS ON EVENTS FOR THE EIGHT-MONTH PERIOD TO AUGUST 31, 1989 BE APPROVED AND RECEIVED FOR INFORMATION

HAMILTON CONVENTION CENTRE COMMITTEE  
REGULAR MEETING

September 22, 1989

In-Camera Motions (cont)

THAT THE HAMILTON GALLERY OF DISTINCTION BE ALLOWED TO SERVE  
DONATED WINE, TWO BOTTLES PER TABLE, AT THEIR AWARDS DINNER  
ON OCTOBER 25, 1989

THAT THE CHRONOLOGICAL REPORT OF THE OPERATIONS MANAGER ON THE  
POSSIBLE EXPANSION OF THE CONVENTION CENTRE BE RECEIVED FOR  
INFORMATION

Minutes of  
Previous  
Meeting

4. Minutes of previous meeting

It was MOVED by Mr. Tidball, seconded by Mrs. VanDuzer -

THAT THE MINUTES OF THE REGULAR MEETING OF AUGUST 25, 1989 BE  
ADOPTED AS CIRCULATED TO THE MEMBERS

MOTION CARRIED

Follow-up

5. Follow-up from previous meeting

Carpet  
Replacement  
Holdback

5.1. Carpet Replacement - Holdback

The Operations Manager reported that he had received a letter  
from Harding Carpets confirming the agreement made on August  
25, 1989, and that when the necessary materials (which had  
been ordered by Harding) were at hand, they would advise us  
immediately, whereupon the repairs to the loose lay carpet  
would commence.

Report on  
Centre -  
August/89

6. Report on the Centre for August 1989

The Operations Manager presented his report as follows:-

"Although revenue of \$174,538 exceeded budget of \$167,000 by  
\$7,538, the month of August was a disappointment overall. We  
anticipated a very successful month with two major conventions;  
however, the numbers did not materialize. Regardless, the  
revenue for the year to date of \$2,110,619 is still well above  
the budget of \$1,688,000 and 22.1% over revenue for the same  
period last year.

"Future sales for August were \$231,481, slightly above our  
objective of \$226,000 and well above the sales of \$169,620 in  
August 1988. Sales for the eight-month period of \$2,405,391  
remain below our objective of \$2,492,000.

"The following is a brief outline of the conventions and other  
major functions during the month of August:



HAMILTON CONVENTION CENTRE COMMITTEE  
REGULAR MEETING

September 22, 1989

|                                                      | No. of persons<br>attended |
|------------------------------------------------------|----------------------------|
| <u>Conventions</u> Christian Booksellers Association | 500                        |
| Canadian Parks and Recreation<br>Association         | 500                        |
| Sixth World Conference on<br>Co-operative Education  | 800                        |
| <u>Other</u> Sports Distributors of Canada           |                            |
| Trade Show                                           | 200                        |
| Stelco Scholarship Awards                            | 500                        |

"Mr. Tom Gleeson was the successful candidate for the position of Maintenance Assistant. Tom was a part-time Assistant Signalman for the Traffic Department prior to accepting this job. We are hoping that Tom will add some stability to the position."

It was MOVED by Mr. Tidball, seconded by Mrs. VanDuzer -

THAT THE OPERATIONS MANAGER'S REPORT ON THE CENTRE FOR THE MONTH OF AUGUST, 1989 BE RECEIVED FOR INFORMATION AND FORWARDED TO THE BOARD OF DIRECTORS

MOTION CARRIED

Secretary

7. Correspondence

A short discussion took place, during which the Managing Director suggested, and the committee agreed, that letters should be sent from the Chairman of the Committee to all members of staff who received special mention in the items of correspondence received at the Centre.

It was MOVED by Mrs. VanDuzer, seconded by Alderman Drury -

THAT THE ITEMS OF CORRESPONDENCE BE RECEIVED FOR INFORMATION AND FORWARDED TO THE BOARD OF DIRECTORS

MOTION CARRIED

Secretary

8. Client Evaluations

It was MOVED by Mr. Tidball, seconded by Mrs. Dow -

THAT THE CLIENT EVALUATIONS BE RECEIVED FOR INFORMATION

MOTION CARRIED

September 22, 1989

Unaudited  
Operating  
Results

**9. Unaudited Operating Results for the Eight-month period  
to August 31, 1989**

The Director, Finance/Administration, presented his report on the Centre as follows:

"The Convention Centre realized for the month of August and the eight-month period ended August 31, 1989, budgetary surpluses of approximately \$13,026 and \$329,688 respectively.

"The budgetary surplus of \$13,026 for the month arose primarily due to the vacancy in the Director's position and higher than forecasted commission revenue from suppliers.

"The budgetary surplus of \$329,688 for the eight month period ended August 31, 1989 arose as a result of expenditures being controlled while revenue for the period exceeded budget by \$413,619 or 24.4%."

One of the concerns of the Chairman was with hydro costs, but the Managing Director pointed out that with even only one event in the building, all the corridors have to be well lit the whole time.

Referring back to the presentation by the Porter staff during the In Camera Session, the Director, Finance/Administration, undertook to provide for the committee a copy of a report he had drawn up some years ago relating to gratuities.

It was MOVED by Mr. Tidball, seconded by Mrs. VanDuzer -

**THAT THE UNAUDITED OPERATING RESULTS FOR THE EIGHT-MONTH PERIOD  
TO AUGUST 31, 1989 BE RECEIVED FOR INFORMATION AND FORWARDED  
TO THE BOARD OF DIRECTORS**

MOTION CARRIED

Secretary

**10. Marketing Services Report**

Mrs. VanDuzer suggested that titles should be used in preference to names in the report, as she was unfamiliar with the duties of each member of staff in the Marketing Services Department.

The Chairman enquired about the firm of Olynyk, King and Duda; the Managing Director informed the members that this firm was called on when required. Efforts were being made to use our

Marketing  
Services  
Report

HAMILTON CONVENTION CENTRE COMMITTEE  
REGULAR MEETING

September 22, 1989

advertising dollars in more appropriate publications, in order to make the best use of the funds available.

It was MOVED by Mrs. Dow, seconded by Mr. Tidball -

**THAT THE MARKETING SERVICES REPORT BE RECEIVED FOR INFORMATION**

MOTION CARRIED

CSAE Conf.  
Winnipeg

**11. CSAE Conference in Winnipeg, August 26-30, 1989**

The Operations Manager presented a report on his attendance at the above Conference as follows:

"The C.S.A.E. is a very important organization for our industry. The members of this Association are involved in the decisions regarding the site selection for their respective association meetings and conventions. The City of Hamilton has the distinct privilege of hosting the 1990 Conference to be held in August.

"As part of the Hamilton contingent, Sal Farrauto, Karen Dowhan and myself attended the conference in Winnipeg. It was a great opportunity for all of us to promote Hamilton for 1990, as well as meet a number of delegates who utilize facilities such as ours.

"The marketplace that we were a part of, in conjunction with the Region, was a success. During the conference, we garnered many ideas that will make the 1990 Conference a tremendous success. We will have an opportunity to "showcase" Hamilton and our facilities August 12-15, 1990."

The Operations Manager added that he had appreciated the opportunity of meeting many of the delegates and to do "Convention Building". It was necessary to make our best effort for the conference in Hamilton next year - this had been arranged more than seven years ago. Sal Farrauto had been appointed a co-Chair for the Conference. In answer to a query of the Chairman's, the Operations Manager stated we were hoping to see as many as 7 to 8 hundred people.

The Managing Director added that the conference should fill the hotels and it was a golden opportunity, as pointed out by the Operations Manager, to "showcase" the City and our facility. He also hoped the 1990 budget would allocate dollars for hospitality - the Region was sponsoring a theme night for \$50,000.



HAMILTON CONVENTION CENTRE COMMITTEE  
REGULAR MEETING

September 22, 1989

It was MOVED by Mr. Tidball, seconded by Mrs. Dow -

THAT THE REPORT OF THE OPERATIONS MANAGER ON HIS ATTENDANCE AT THE ANNUAL CONFERENCE OF THE CSAE IN WINNIPEG, ON AUGUST 26-30, 1989 BE RECEIVED FOR INFORMATION AND FORWARDED TO THE BOARD OF DIRECTORS

MOTION CARRIED

Secretary

**12. Building Repairs and Maintenance Account**

A recommendation of the Operations Manager was considered, and the Director, Finance/Administration, stated there had been a tendency in the past to understate the revenue budget at the Convention Centre, then balance things off by reducing expenses to a low level. He preferred to see a more accurate level for revenue and that the budget be based more appropriately on revenues.

Mr. Tidball asked where the requested amount would come from, and the Director, Finance/Administration stated it would increase, very slightly, the overall deficit for HECFI. Although it was up to the Treasurer, it was possible the amount may have to come out of reserves. Mr. Tidball commented that if the money was needed, there was no choice, and he therefore MOVED seconded by Mrs. Dow -

THAT APPROVAL BE GIVEN TO AUTHORIZE AN OVERDRAFT FOR ACCOUNT HE57301 81021, BUILDING REPAIRS AND MAINTENANCE, IN THE AMOUNT OF \$60,000 FOR 1989

MOTION CARRIED

Secretary

**13. Retention of Consultant - Interior and Exterior Signage**

Following a discussion on the signage at the Centre, and its demonstrated inadequacies over the years, it was MOVED by Mr. Tidball, seconded by Mrs. VanDuzer -

THAT APPROVAL BE GIVEN FOR TERMS OF REFERENCE TO BE DRAWN TO TENDER FOR A CONSULTANT FOR THE INTERIOR/EXTERIOR SIGNAGE AND AN INFORMATION AND MESSAGE SYSTEM

MOTION CARRIED

Operations  
Manager

**14. Loose Lay Carpet - Chedoke Hall**

A short discussion took place regarding a recommendation put forward by the Operations Manager, and on learning from the

Building  
Repairs and  
Maintenance

Consultant  
for Signage

Loose Lay  
Carpet -  
Chedoke



HAMILTON CONVENTION CENTRE COMMITTEE  
REGULAR MEETING

September 22, 1989

Managing Director that the cost of laying and taking up the carpet pieces over a one-year period was approximately \$3,000, it was agreed, and MOVED by Alderman Drury, seconded by Mrs. VanDuzer -

**THAT THE CONVENTION CENTRE CONTINUE TO COVER THE PARQUET FLOOR IN CHEDOKE HALL WITH LOOSE LAY CARPET UNTIL THE CARPET IN THE BUILDING IS REPLACED**

MOTION CARRIED

Mobile Signs

**15. Mobile Signs - Summers Lane**

The Managing Director advised the committee that he and the Operations Manager had concluded that each request for a mobile sign should be considered. Mrs. Dow said once more that she did not agree with the signs at all. The Executive Committee did not like the signs either.

It was finally agreed that clients be advised that mobile signs were no longer allowed, but that if they had an alternative this would be considered. Relevant HCC personnel were to be advised of this decision.

Operations  
Manager

Adjournment

**16. Adjournment**

It was MOVED by Mrs. Dow, seconded by Mrs. VanDuzer -

**THAT THE IN CAMERA SESSION BE CONCLUDED**

MOTION CARRIED

Taken as read and approved,

**Norman Levitt, Chairman  
Hamilton Convention Centre Committee**

B. Goddard  
Secretary



5.4

Hamilton Place Committee Ninth Report







HAMILTON  
PLACE  
THEATRE

Box 2080, Station A  
Hamilton, Ontario  
Canada L8N 3Y7  
Tel. 416/525-3100

October 27, 1989

REPORT TO THE HECFI BOARD OF DIRECTORS  
FROM THE HAMILTON PLACE COMMITTEE MEETING  
OF OCTOBER 26, 1989

The Hamilton Place Committee presents its NINTH report for 1989 and recommends the following:

1. Great Hall Banners ATTACHMENT

That a new tender call be issued for replacement of the Great Hall banners which will present new specifications to take into consideration the poor condition of the fabric of the banners in addition to the rigging.

2. Report on Prime Time Bookings/Alternate Venues ATTACHMENT

That the report on Prime Time Bookings/Alternate Venues be forwarded to the Executive Committee and/or Board of Directors for consideration and discussion.

The following items are submitted for information:

1. Hamilton Performing Arts Foundaiton VERBAL

Mr. Burrows and Mr. Leuser have met with lawyers to discuss this matter. Mr. Leuser reported that in the province of Ontario, partly as a result of the Starr incident, effective November 1 any amendments to the objectives for a foundation or original charter require the approval of the Public Trustee, as well as of Revenue Canada. HECFI has applied to broaden the current objectives of the Foundation to include sporting events as well as cultural and arts activities, thereby better representing the interests of all three facilities.

2. Marketing Services Report

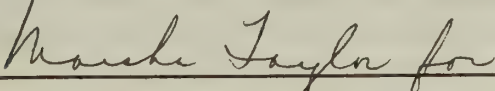
The Marketing Services Report for October 1989 was received for information.

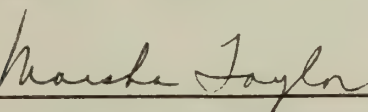
3. Assistant Director, Hamilton Place - Report ATTACHMENT

The report of the Assistant Director of Hamilton Place was received for information.

4. Director of Finance & Administration - Report for September 1989

The report of the Director of Finance & Administration for September 1989 was received for information.

  
Alderman W. McCulloch, Chairman

  
Marsha Taylor, Secretary to the Committee

Hamilton Entertainment and Convention Facilities Inc. manages and operates The Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of The Corporation of The City of Hamilton



HAMILTON  
PLACE  
THEATRE

Box 2080, Station A  
Hamilton, Ontario  
Canada L8N 3Y7  
Tel. 416/525-3100

FROM: Thomas B. Burrows  
Director, Hamilton Place

DATE: October 27, 1989

FOR: ACTION \_\_\_\_\_

INFORMATION \_\_\_\_\_ XX

TO: Committee \_\_\_\_\_ XX

Board \_\_\_\_\_ XX

SUBJECT: Great Hall Banners

RECOMMENDATION:

That a new tender call be issued for replacement of the Great Hall banners which will present new specifications to take into consideration the poor condition of the fabric of the banners in addition to the rigging.

BACKGROUND:

When it was determined that the mechanical system that supports the Great Hall banners had become unsafe, we contacted the company that had originally installed them, Knoxville Scenic Studios Inc. of Knoxville, Tennessee. They came to Hamilton to inspect the rigging and delivered a report that recommended the replacement of the mechanical rigging. Subsequently, they prepared the specifications required in order to call for tenders to complete this project. Their specifications were reviewed by our House Electrician, Trevor McAnuff, and our House Sound Man, Don Stewart, along with Joe Bolf and Trevor Garwood-Jones.

The Tender Call for the replacement of the mechanical rigging for the Great Hall banners produced only one quotation from the 16 North American companies that were invited to bid. This was from Joel Theatrical Rigging Contractors of Mississauga for \$619,000. This included approximately \$160,000 for the replacement of the rigging. The original estimated cost for this project was \$120,000, which would have covered the rigging only. Joel felt that the new rigging would have to be accompanied by new fabric for the banners because of their poor condition. Their bid price includes a complete change in equipment design and layout.

In consultation with the City's Purchasing Department and Trevor Garwood-Jones' office, we recommend that a new tender call go out which will present new specifications to take these conditions into consideration. The new Tender Call will also take into consideration fresh input from companies that were qualified to bid but didn't, plus information from Artec Consultants Inc. of New York.



HAMILTON  
PLACE  
THEATRE

Box 2080, Station A  
Hamilton, Ontario  
Canada L8N 3Y7  
Tel. 416/525-3100

FROM: Thomas B. Burrows  
Director, Hamilton

DATE: October 27, 1989

FOR ACTION \_\_\_\_\_

INFORMATION \_\_\_\_\_ XX

TO: Committee \_\_\_\_\_ XX

Board \_\_\_\_\_ XX

SUBJECT: Report on Prime Time Bookings/Alternate Venues

RECOMMENDATION:

That Mr. Burrows' report on Prime Time Bookings/Alternate Venues be forwarded to the Executive Committee and/or Board of Directors for consideration and discussion.

BACKGROUND:

ATTACHMENT

Mr. Burrows presented his report on possible alternate venues for community performing arts groups who book multiple dates in the theatre in advance. After discussion, it was determined by the Committee that this matter should be brought forward to the HECFI Executive and Board for further discussion.





HAMILTON  
PLACE  
THEATRE

Box 2080, Station A  
Hamilton, Ontario  
Canada L8N 3Y7  
Tel. 416/525-3100

FROM: Thomas B. Burrows                      DATE: October 23, 1989  
Director, Hamilton Place

FOR: ACTION \_\_\_\_\_ INFORMATION \_\_\_\_\_ XX

TO: Board \_\_\_\_\_ XX                      Committee \_\_\_\_\_ XX

SUBJECT: Report on Prime Time Bookings/Alternate Venues

RECOMMENDATION:

That the Hamilton Place Committee review again information presented concerning advance booking commitments for community arts organizations (see Limiting Factors - page 18 of extract from 1989 Business Plan); that alternative solutions (page 25) be discussed and that alternate locations for performances by arts organizations be reviewed.

BACKGROUND:

- The problem of scheduling flexibility due to advance booking commitments is an old and difficult problem still with us. During the last committee review the alternatives of 1) increased rental rates that more closely approximate true costs of opening the doors, and 2) reducing or eliminating promotions and co-promotions to reduce risk - did not meet with approval.
- The Committee and Board approved the higher risk associated with increasing levels of entertainment activity through promotions and co-promotions, specifically in the June, July and August period.
- The Director of Hamilton Place knows of no alternate performing space available in the community that will meet the requirements of the Hamilton Philharmonic Orchestra, Opera Hamilton or the Geritol Follies.



NOTES TO SCHEDULE OF ADVANCE BOOKING COMMITMENTS

- This schedule is presented to graphically demonstrate the the extremely limited number of full weeks (for scheduling musicals) and Friday/Saturday availabilities (for popular presentations) under current policy.
- A full week, 8 performance run availability is normally required in order to secure a major musical. The usual performance week is Tuesday through Sunday.
- The most desirable performance dates for "superstars" - individual artists who demand and get high guarantees - are Fridays, Saturdays and Sundays.
- Sundays, though good audience days, demand a higher break-even. Under the current IATSE contract, Sunday hours are paid at double the regular rate. The average crew requirement to "take out" a major musical is for 30 men for 4 hours at  $1\frac{1}{2}$  times regular rates, or 6 straight-time hours - at current rates, approximately \$4300. Performance time for an average crew of 22 - four straight-time hours for each of two performances at current rates - approximately \$4200.
- The double time penalty for Sunday work adds \$8500 to the Hamilton Place cost of presenting a musical.

## HOW A HAMILTON PLACE BOOKING IS MADE & CONTRACTUAL ARRANGEMENTS EMPLOYED

Most bookings at Hamilton Place are made by the Director contacting a show's producer or booking agent or an artist's manager or agent. The Director will ask the artist's availabilities and, if time is available in the theatre, will put a hold on the artist or show and then make an "offer." An offer is in the form of playing time, number of performances and a suggested fee for the services. The offer is then taken by the agent or manager to the artist or producer who then rejects or accepts it. If the offer is rejected, a second offer can be made. Most offers are made on the basis of potential gross receipts. If a guarantee is required, the offer is based on a guarantee plus a percentage "after the break figure." This is also known as a "first monies deal," first monies to the artist, next monies to the house and sharing all revenue available after the "break."

On many major attractions, the booking agent for a Broadway musical or the manager of a "superstar" will call the theatre manager to request playing dates. Because Hamilton Place has an excellent reputation, many artists look upon this as a prestige date. Direct contact of this kind is favourable to the facility and is fostered by frequent and direct contact between the Director and agents, managers and producers.

A promoter who is planning a tour of Canadian cities with an attraction he has purchased will call the theatre for a date. If the date is available, the promoter will ask for a hold until he can confirm with the artist's manager. At this time the date is called a "pencilled date" and is held until the promoter confirms or releases. If, while waiting for confirmation, the theatre receives another request for the same date, the first promoter is then called and given forty-eight hours in which to confirm. The date now becomes a "contested date." If the first promoter does not confirm the date, it is then released to the second person requesting the date. Should the first promoter confirm the date, a contract is then issued upon receipt of a cash deposit.

Quite often two promoters will ask for the same date for the same artist. In this case the Director of the theatre asks both promoters to deposit a cash bond and then requires a copy of the promoter's contract with the artist. The one that comes up with the artist's contract gets the date.

It should be noted that Hamilton Place will not hold a date for a promoter for "a rock show" or for "a concert." We must know the name of the artist or act so that we can balance the programming and also avoid the situation whereby a promoter will hold dates in his name and then attempt to have others share or co-promote the date with him.

### CONTRACTUAL ARRANGEMENTS AND TERMS OF AGREEMENT:

A RENTAL is when a promoter will simply rent the facility, paying a rental based on gross receipts and paying all advertising and staffing costs.

A CO-PROMOTION is one in which a promoter and Hamilton Place will share in all costs for bringing in an act, including talent costs, and split the profits on a 50/50 basis. This is done quite often when a promoter has an artist for a series of dates and is one that Hamilton Place wishes to present or the artist particularly wants to play the hall. This type of promotion has the potential for more income than a straight rental and more importantly the down-side risk is shared.

IN HOUSE PROMOTIONS are those which are presented by Hamilton Place. When we are presenting an attraction as our promotion, we are responsible for all costs. Again there can be many ways to buy the attraction. It can be on a flat fee, a fee plus a percentage of the gross, a straight percentage or a guarantee against a percentage after the house has "made its costs" which includes a built-in profit figure. "Percentage deals" vary from a set figure such as 70% to a sliding scale with the percentage increasing as the gross increases. Quite often there are certain costs that are shared, such as advertising, box office and stage labour. Mostly these are shared in proportion to the shared percentage of the box office and, in the case of a sliding scale, on the average percentage at final settlement. At other times a flat allowance on shared costs will be set at a certain number of hours of labour and a share of advertising based on lineage used.

[illegible]

- 8



## EXCERPTS FROM HAMILTON PLACE BUSINESS PLAN - 1989

INTRODUCTION

The programming and marketing strategy for Hamilton Place Theatre will emphasize identifying, booking and presenting major popular attractions - Broadway musicals and international artists - as the most effective beginning for a two year plan to recapture the positive community perception of Hamilton Place Theatre as a successful, competitive "People Place" with high levels of activity featuring desirable attractions.

In concentrating on ensuring and maintaining public interest in and usage of this public facility, Hamilton Place Theatre will continue to provide as a first priority, a balanced program designed to enhance the quality of life for Hamiltonians by addressing an expressed community need for educational, cultural and social activities related to the performing arts and to address the widest possible variety of tastes.

It will be our primary aim to increase activity and, over a two year period, to increase net revenues to offset and reduce financial subsidy from the City of Hamilton.

LIMITING FACTORS

During 1989, advance booking commitments in excess of 100 performance days will be reviewed with regard to a rescheduling more favourable to overall goals.

A public facility dedicated to community organizations and programs does not have the calendar/scheduling flexibility enjoyed by privately owned facilities, to capitalize on late booking opportunities for desirable/profitable attractions.

In acknowledgement of the reality that most client organizations are funded by the City or the Region, fixed licencing fees have been established which have the effect of subsidizing licencing costs for community organizations. Preferred rates currently in effect will be reviewed during 1989 in order to assess whether a new rate structure should be considered for 1990.

Performing Arts facilities in competition for the same product, e.g. Roy Thomson Hall and the O'Keefe Centre, have two major advantages:



- larger seating capacities which provide a larger margin for profit after payment of very similar costs;
- an immediately accessible market area six times larger than the Greater Hamilton area.

ADVANCE BOOKING COMMITMENTS TO COMMUNITY ORGANIZATIONS - 1989

|                                              |                |
|----------------------------------------------|----------------|
| Hamilton Philharmonic Orchestra              | 55 concerts *. |
| Bach Elgar Choir                             | 4              |
| Opera Hamilton                               | 6              |
| Canadian Orpheus Male Choir                  | 2              |
| Hamilton Secondary Schools Massed Bands      | 1              |
| Burlington Teen Tour Band                    | 1              |
| Salvation Army Band Spring Festival          | 1              |
| Burlington School of Dance                   | 1              |
| Geritol Follies                              | 18             |
| Halton Secondary Schools Showcase            | 1              |
| Croatian Music Festival                      | 2              |
| Hamilton Ad & Sales Club -<br>Up With People | 2              |
|                                              | <u>94</u>      |

NON-PERFORMANCE EVENTS

|                                                   |               |
|---------------------------------------------------|---------------|
| Hamilton & District Florists' Association         | 1             |
| Niagara District Sales Congress                   | 1             |
| McMaster Health Sciences Convocation              | 1             |
| Hamilton Teachers' Federation P.A. Day            | 1             |
| McMaster University Convocation                   | 1             |
| Hamilton Public Library<br>Centennial Celebration | 1             |
| Student Mission Advance                           | $\frac{1}{7}$ |

Note: Rehearsal and set-up days required - 25

Total Performance & Rehearsal Days: 126

COMPETITION FOR PRODUCT:

Copps Coliseum competes with Hamilton Place Theatre for product. As a result of promoters' attraction to the new facility and its much greater audience/gross potential, Hamilton Place Theatre activity/attendance has been reduced:

- a) because some attractions that can perform in either venue choose Copps Coliseum for its greater gross potential;
- b) family shows (e.g. Disney World On Ice, Ringling Bros. Circus) offer family entertainment at a much lower cost than must be charged for family entertainment at Hamilton Place Theatre. The community cannot sustain a 15,000 person attendance at Copps Coliseum and a 16,000 potential (8 performances) attendance at Hamilton Place Theatre (e.g. Christmas Pantomime) during a four to six week period;

- c) the announcement of a major country star by Copps Coliseum will result - as it has on three occasions - in the cancellation of a major country star scheduled for Hamilton Place Theatre.

When the number of Canadian dates offered are limited, Hamilton Place Theatre is in competition with O'Keefe Centre, Roy Thomson Hall, National Arts Centre and Place des Arts, all of which are more attractive to the promoters because of greater seating capacity, greater potential gross and a much greater audience potential, or in the case of Ottawa, a "captive audience."

We compete with Kitchener's Centre in the Square for some attractions due to its proximity and the concern of the promoters that the shared market area is a negative factor.

A restored Capital Theatre in Brantford is now actively competing for attractions.

#### COMPETITION FOR AUDIENCE/MARKET SHARE

Our regional audience now has access to Kitchener's Centre in the Square, Brantford's Capital Theatre and Copps Coliseum during the September-June season.

During the July/August period, good driving weather and major stars and attractions available in the Metropolitan Toronto area constitute significant competition for the entertainment dollar. CNE provides major stars. Ontario Place, with good programming, is virtually cost-free, as are the performing events at Kingswood Village.

Shaw and Stratford Festivals draw large summer audiences from Metro Toronto, the Niagara Peninsula, Buffalo and Windsor.

#### MARKET AREA POTENTIAL

We have yet to address the potential audience in the Burlington to Toronto QEW corridor. This is a planned first priority of the new Marketing Services Division.

Mississauga, one of the fastest growing upper middle class communities in our market area must be the focus of a well orchestrated marketing/promotion plan to create an awareness of all three HECFI facilities and the varied and exciting programs more accessible than Toronto.

It is a first priority that we continue to address our known audience - our regional market - with the most complete, on-going promotion campaign that our budgeted funds and creative efforts can provide.

We must continue to build on the potential audience in the Niagara Peninsula. St. Catharines and Niagara Falls must be the focus of a concentrated marketing/sales campaign.

Dollars in support of a creative, aggressive campaign must be made available to attract this major market segment.

Long term planning should begin to determine what HECFI can contribute to a Festival City concept centred on the Waterfront and making use of all facilities.

### PRODUCT ANALYSIS

Hamilton Place Theatre Product is:

1. A performing arts facility recognized and acclaimed as one of the finest in North American, and
2. A balanced program of attractions/events that include excellent community performing companies and a variety of international attractions ranging from the best individual performing artists to the presentation of national and international performing companies.

### HAMILTON PLACE THEATRE AND CONCERT HALL

Hamilton Place Theatre is a performance facility available to professional and avocational Hamilton performing arts organizations which now include: Hamilton Philharmonic Orchestra, Theatre Aquarius, Opera Hamilton, the Bach-Elgar Choir, McMaster Symphony, Hamilton Community Concerts, Geritol Follies, the Hamilton Place Theatre annual musical productions with the Boards of Education and New Faces Cabaret.



Each month a new artist hangs his/her works in the lounge where upwards of 2000 patrons on show nights can view the display. The public can also visit the exhibit during normal working hours. It has proven to be an enormous success, providing an important outlet for the display and sale of local artists' works. The Gallery had proven quite popular with artists, and exhibit reservations have been made for the area well into 1991. Hamilton Place Theatre receives a 25% commission on all paintings sold.

### MARKETING/SALES PROJECTIONS

Hamilton Place Theatre will licence an estimated 116 performance events for an average net revenue per event of \$2,050. and will promote or co-promote a minimum of 62 performance events for an average net revenue per event of \$730. Five rehearsal set-up days will be required with an average net revenue per day of \$1,050; 7 non-performance events are projected with an average net revenue of \$1,000. per event.

Published rates have been increased by 4.5% over 1988 rates.

#### Performance/Event Revenue Projection - Great Hall

|    |                                           |            |
|----|-------------------------------------------|------------|
| 1. | Rentals - 116 x \$2,050.                  | \$237,800. |
| 2. | Promotions & Co-Promotions<br>62 x \$725. | 44,950.    |
| 3. | Set-Up Days - 5 x \$1,050.                | 5,250.     |
| 4. | Non-Performance Rentals<br>7 x \$1,000.   | 7,000.     |

**Total - 190 Events/Performances..... \$295,000.**

### Performance/Event Revenue Projection - Studio Theatre

|    |                                                        |            |
|----|--------------------------------------------------------|------------|
| 1. | Theatre Aquarius - 140 Days                            | \$ 50,350. |
| 2. | Hamilton Place School Programming<br>50 events x \$215 | 10,750.    |
| 3. | Miscellaneous Rentals                                  | 2,900.     |

Total - 196 Events/Performances..... \$ 64,000.

The uses described above represent a projected minimum use of the two performance facilities in Hamilton Place Theatre for 1989. It is anticipated that sales projections for 1989 will be realized and there is a good probability that budgeted estimates will be exceeded.

### PROGRAMMING POLICY

Objects of the corporation, set out in Bill PR 34, establish guidelines for programming policy. These include maintaining, operating and managing the theatre in the public interest, providing theatrical services of every kind within the City of Hamilton for educational and cultural activities and the performing arts, including dramatic, theatrical, musical and artistic works, and promoting, producing and presenting the performing arts.

The aim is to achieve a balanced program of events and attractions stressed in the programming policy guidelines. The Hamilton organizations previously listed satisfy to a large degree the audience for symphonic, operatic and choral music and address the community, educational and cultural parts of the mandate. Sales and attendance records indicate strong audience interest and support for country and western music, rock-contemporary concerts, middle-of-the-road starts, Las Vegas type variety performers, comedians, major Broadway shows and quality entertainment for children. A concerted effort is made to include this variety of events in the schedule.

## SUMMARY FOR DISCUSSION PURPOSES

- The primary concerns to be addressed are:
  - 1) The reduced level of performance activity in Hamilton Place during 1988 (refer to 1989 Business Plan);
  - 2) Consequent reduction in total attendance and Great Hall net revenue, due largely to
  - 3) The lack of acceptable, available or affordable product that is most popular, e.g. Broadway musicals and "superstars", resulting in
  - 4) Public perception that Hamilton Place has not met community expectations.
  
- The background information provided is intended to assist the Committee in a review of:
  - 1) Current policies and procedures with regard to
  - 2) Advance booking commitments to community groups;
  - 3) A negotiating and booking guideline currently followed that avoids significant financial exposure and extreme ticket prices;
  - 4) Advertising, publicity and promotion efforts largely confined to expenditures charged directly to Box Office receipts;
  - 5) Limiting factors that affect the successful implementation of a fuller program of events.
  
- Alternative Causes of Action:
  - 1) Recommend larger subsidy during a re-building period to absorb losses that may occur from high risk popular attractions.
  - 2) Adjust rental rates for all users of the facility so that they more closely approximate the actual cost of operations.
  - 3) Continue a relatively conservative booking policy, i.e. encourage rentals and avoid risk associated with in-house promotions and co-promotions, and concentrate energy on the development of Innovative Programming.





6.2

H.E.C.F.I. Christmas Party





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

**FOR ACTION**

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso  
Managing Director/CEO

DATE: November 13, 1989

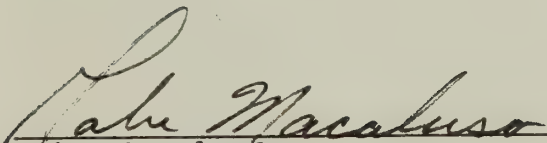
SUBJECT: **H.E.C.F.I. CHRISTMAS PARTY**  
**December 18, 1989**

**RECOMMENDATION:**

THAT THE H.E.C.F.I. CHRISTMAS PARTY FOR H.E.C.F.I. EMPLOYEES INCLUDING ONE GUEST PER EMPLOYEE, SCHEDULED FOR DECEMBER 18, 1989 AT THE HOLIDAY INN, BE SUBSIDIZED IN THE AMOUNT OF \$3,700.

**BACKGROUND:**

- Funds exist in the Staff Relations, Promotions account for the above expenditure.
- H.E.C.F.I. has subsidized this annual event since 1987.

  
Gabe Macaluso  
Managing Director/CEO





6.3

B'Nai Brith Sports Celebrity Dinner





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/527-7900

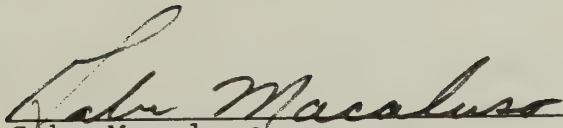
MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso  
Managing Director/CEO

DATE: November 13, 1989

SUBJECT: B'NAI BRITH DINNER  
February 5, 1990

- Correspondence from Mr. Barry Foster, Dinner Chairman of the B'Nai Brith Sports Night is attached for information.
- Traditionally, H.E.C.F.I. has purchased twenty tickets (two tables of ten) to the event.
- Should the Board decide to purchase tickets to the 1990 event, the opportunity also exists to purchase space in which a banner can be displayed. The cost to display a banner is \$250.; these funds will be deposited to the organizer's charitable foundation account.

  
Gabe Macaluso  
Managing Director/CEO

attachment

RECEIVED OCT 19 1989



SPORTS CELEBRITY DINNER

# Viceroy Reading Lodge

Number 886, Hamilton, Ontario, Canada.

Dear Sir or Madam,

It is once again time to take a moment to thank our supporters for a job well done. You have been a table subscriber at our annual dinner for many years and for that we thank you.

Not only do you help honour our outstanding City High School Athletes but you have enabled us to support many local charitable needs. Our lodge, through your efforts, has made significant contributions to the building funds of our three major Hamilton hospitals. In addition, we have made specific gifts to McMaster Pediatric Research, Chedoke Ophthalmology Department, B'nai Brith Cottages at Chedoke just to list a few. You may also be interested to note that your support enables us to produce two major barbecues each summer for shut-ins at two different buildings at Chedoke McMaster Hospital.

This year, we are offering something extra to our corporate sponsors. Our dinner houses 1,000 people for the evening and we feel some of our sponsors may want more exposure. If your company has a banner that they would like displayed in our room, we are offering space for \$250.00 a banner. The \$250.00 will be tax receipted and the money will go into our charitable foundation account.

We would like to advise you that the 1990 dinner will take place Monday, February 5, 1990, at the Hamilton Convention Centre, and we look forward to your continuing participation.

Tickets for this year's Sports Celebrity Dinner are \$75.00 each and can be purchased by contacting either Stephen Foster at 549-5272, Cuppy Katz at 528-1787 or Gordie Zack at 529-1149 or by writing to the address indicated below.

Thank you for your support.

Yours very truly,

*Barry Foster*  
Barry Foster,  
Dinner Chairman

B'nai Brith Sports Night  
15 Biggar Ave.,  
Hamilton, Ontario  
L8L 3Z3

HONORARY CHAIRMAN  
AND FOUNDER  
Saul Smurlick

CHAIRMAN  
Barry Foster

LODGE PRESIDENT  
Garry Levy

COMMITTEE  
Gord Zack  
Paul Hanover  
Leslie Levitt  
Barry Smurlick  
Cuppy Katz  
Sheridan Lax  
Morris Smurlick  
Terry Wunder  
Sid Bell

Jay Rosenblatt  
Richard Levy  
David Wright  
Jay State  
Leslie Lasky  
Jack Lieberman  
Mark Nagler  
Mark Levitt  
Sandy Silver  
Ian Yanover  
Stephen Foster  
Marvin Cohen  
Jeff Paikin

FORMER  
GUEST SPEAKERS

Frank "Pop" Ivy  
Jessie Owens  
Mel Allan  
Jackie Robinson  
Lou Groza  
Otto Graham  
Jim Trimble  
Red Grange  
Bill Veeck  
Leo Durocher  
Ara Parseghian  
Bob Gibson  
Ferguson Jenkins  
Woody Hayes  
Brooks Robinson  
Peter Carelissimo  
Rusty Staub  
Don Meredith  
Joe Paterno  
Bob Devaney  
Bob Uecker  
Dick Williams  
John McKay  
Pete Rose  
John Brodie  
Dan Devine  
Thurmon Munson  
Bo Schembechler  
Tom Seaver  
Elroy Hirsch  
Lou Holtz  
Lou Piniella  
George Blanda  
Sparky Anderson  
Fred Akers  
Ron Luciano  
Gary Carter  
Susan Nafrees  
Cindy Nicholas  
Steve Stone  
Tom Lasorda  
Eddie Robinson  
Joe Kapp  
Whitey Herzog  
Johnny Bench  
Franco Harris  
Steve Garvey  
"Red" Holzman  
Joe Theismann  
Jon Miller  
Ang Mosca  
Marty Springstead  
Ernie Whitt  
Dave Broadfoot  
Earl Weaver  
Eddie Shack  
Shane Conlan  
Larry Seonka  
Rick Dempsey  
Dennis Hull

39th Annual Sports Night - Monday, February 5th, 1990



6.1

Resignation of Mr. T. Casey from the Board of Directors





**Hamilton — Brantford, Ontario Building & Construction Trades Council**  
Chartered By The Building And Construction Trades Department AFL-CIO-CLC  
688 Queensdale Avenue East, Hamilton, Ontario, Canada L8V 1M1 • (416) 389-1574

October 19, 1989

Ms. Patricia Bennett  
Secretary of the Board of Directors  
Hamilton Entertainment and  
Convention Facilities Inc.  
101 York Boulevard  
Hamilton, Ontario  
L8R 3L4

Dear Ms. Bennett:

Please accept my resignation from the Board of Directors of H.E.C.F.I. Due to heavy committments, I can no longer give the time required.

My new position as Federal Representative on the Construction Industry Development Council of Canada has proved to be more demanding than I anticipated together with my full-time position as Business Manager and Secretary Treasurer of the Hamilton-Brantford, Ontario Building and Construction Trades Council. My time is at a premium.

I wish the Board every future success.

Yours truly,

T. F. (Tom) Casey  
Business Manager  
Secretary Treasurer

TFC:lm





5.4.1      Hamilton Place Committee Minutes of September 28, 1989



HAMILTON PLACE COMMITTEE  
September 28, 1989

REGULAR SESSION

PRESENT: Alderman W. McCulloch, Chairman  
Alderman J. Gallagher  
Alderman T. Jackson  
Mrs. M. Dow  
Mr. W. Tidball

ALSO PRESENT: Mr. G. Macaluso  
Mr. T. Burrows  
Mr. J. Leuser  
Mr. R. Ellison  
Ms. M. Webb  
Mrs. M. Taylor

REGRETS: Alderman H. Merling  
Mr. F. DeNardis

1. CHAIRMAN'S REMARKS

Alderman McCulloch called the meeting to order at 8:10 a.m.

1.1 REPORT OF THE IN CAMERA MEETING

Moved, seconded and carried:

- THAT THE IN CAMERA MINUTES OF AUGUST 24, 1989 BE APPROVED AS CIRCULATED.
- THAT THE STATUS REPORT ON ADVANCE BOOKINGS BE RECEIVED FOR INFORMATION.
- THAT THE HAMILTON PLACE FINANCIAL & STATISTICAL REPORT FOR AUGUST 1989 BE RECEIVED FOR INFORMATION.
- THAT THE IN CAMERA SESSION OF THE HAMILTON PLACE COMMITTEE BE ADJOURNED AT 9:45 A.M.

2. MINUTES OF AUGUST 24, 1989

MOVED by Mr. Tidball, seconded by Mrs. Dow

THAT THE MINUTES OF AUGUST 24, 1989 BE APPROVED AS CIRCULATED.

Motion carried.

3. BUSINESS ARISING FROM THE MINUTES

To be covered in Director's Report, Items 4.1 through 4.5.

4. DIRECTOR, HAMILTON PLACE - REPORT

4.1 MUSICIANS' GUILD AGREEMENT

Mr. Burrows reported that the last contract negotiated was extremely favourable. It included an increase of 2½% per year for two years, and also reduced the guarantee to \$100,000. The basic difference between this and agreements

at other venues is that in other halls 22 standbys are required for every performance. A higher guarantee negotiated 4 years ago necessitated placing \$10,000 in escrow, which was recovered the following year through a reduced guarantee. The same situation occurred 2 years ago, at which time \$13,000 was placed in escrow; \$6000 of that amount was recovered. This year's contract continues the \$100,000 guarantee and maintains pensions at the same level for the next 2 of 4 years.

MOVED by Mr. Tidball , seconded by Mrs. Dow

THAT THE NEGOTIATED AGREEMENT WITH THE HAMILTON MUSICIANS' GUILD BE APPROVED AND FORWARDED TO THE HECFI EXECUTIVE COMMITTEE WITH A RECOMMENDATION THAT THE BOARD BE ASKED TO RATIFY THE AGREEMENT AT ITS NEXT MEETING.

Motion carried.

#### 4.2 INNOVATIVE PROGRAMMING FUND

The Innovative Programming Reserve fund now stands at \$21,000; there have been no draws against it as yet in this fiscal year. Mr. Burrows advises the application of this reserve, as in the past, toward community, student and educational programming. Current projects needing subsidy are: 1) School programming in the Studio Theatre - with a current shortfall of \$12,800; 2) the annual high school musical - with a current shortfall of \$3800; and 3) New Faces - with a current shortfall of \$1567.

MOVED by Mrs. Dow, seconded by Mr. Tidball

THAT A RECOMMENDATION BE MADE TO THE HECFI EXECUTIVE COMMITTEE AND BOARD THAT INNOVATIVE PROGRAMMING RESERVE FUNDS BE APPLIED TO SHORTFALLS IN THREE AREAS OF STUDENT PROGRAMMING: 1) SCHOOL PROGRAMMES IN THE STUDIO THEATRE, 2) THE ANNUAL HIGH SCHOOL MUSICAL, AND 3) NEW FACES.

Motion carried.

MOVED by Mr. Tidball, seconded by Mrs. Dow

THAT A DETAILED REPORT BE PREPARED ON THE THREE AREAS OF STUDENT PROGRAMMING AT HAMILTON PLACE.

Motion carried.

#### 4.3 HAMILTON PERFORMING ARTS FOUNDATION

Mr. Burrows pointed out the desirability of having a registered charity in order to allow more latitude in receiving funds and supporting community programs. Mr. Burrows and Mr. Leuser met with lawyers last week and will formulate recommendations on how Foundation funds should be utilized. There is currently about \$17,000 available in Foundation funds.

#### 4.4 DOORS FROM PIANO NOBILE TO COMMONWEALTH SQUARE

MOVED by Alderman Jackson, seconded by Mrs. Dow

THAT PROPOSAL #2 TENDERED BY WHYTE AND BRANIFF BE APPROVED AND FORWARDED TO THE HECFI EXECUTIVE COMMITTEE AND BOARD; THAT THE HAMILTON PLACE CAPITAL SURCHARGE FUND BE SUGGESTED AS THE FUNDING SOURCE.

Motion carried.



4.5 NEW FACES '89 - FINAL REPORT

MOVED by Mrs. Dow, seconded by Alderman Jackson  
THAT THE FINAL REPORT ON NEW FACES '89 BE RECEIVED FOR  
INFORMATION.

Motion carried.

5. MARKETING SERVICES REPORT FOR AUGUST 1989

Mary Webb, Marketing Services Manager, presented and reviewed her report for the Committee. Members of the Committee commended Ms. Webb on her report and on the redoubled efforts of her department in continuing to seek new ways to promote Hamilton Place events and to increase audience and public awareness.

MOVED by Alderman Gallagher, seconded by Alderman Jackson  
THAT THE MARKETING SERVICES REPORT FOR AUGUST 1989 BE  
RECEIVED FOR INFORMATION.

Motion carried.

6. ASSISTANT DIRECTOR, HAMILTON PLACE - REPORT

MOVED by Mr. Tidball, seconded by Alderman Gallagher  
THAT, SUBJECT TO OBTAINING DETAILED INFORMATION AND  
VERIFYING THAT PROPER TENDERING PROCEDURES ARE UNDERTAKEN,  
A RECOMMENDATION BE MADE TO THE HECFI EXECUTIVE COMMITTEE  
AND BOARD TO PURCHASE A NEW HOT WATER TANK FOR HAMILTON  
PLACE; THAT THE EXECUTIVE COMMITTEE SUGGEST THE SOURCE OF  
FUNDING.

Motion carried.

MOVED by Mrs. Dow, seconded by Alderman Jackson  
THAT THE REPORT OF THE ASSISTANT DIRECTOR OF HAMILTON  
PLACE BE RECEIVED FOR INFORMATION.

Motion carried.

7. DIRECTOR OF FINANCE & ADMINISTRATION - REPORT

MOVED by Mr. Tidball, seconded by Mrs. Dow  
THAT THE REPORT OF THE DIRECTOR OF FINANCE AND ADMINISTRATION  
BE RECEIVED FOR INFORMATION.

Motion carried.

8. NEW BUSINESS

Nil.

9. OTHER BUSINESS

Nil.

10. CORRESPONDENCE

MOVED by Alderman Jackson, seconded by Mrs. Dow,  
THAT CORRESPONDENCE REGARDING THE CANADIAN EXECUTIVES  
CONFERENCE BE RECEIVED FOR INFORMATION.

Motion carried.

11. DATE OF NEXT MEETING

The next meeting of the Hmailton Place Committee will take place on Thursday, October 26, 1989 at 8:00 a.m. in the Hamilton Place Board Room.

12. ADJOURNMENT

MOVED by Alderman Jackson, seconded by Mr. Tidball

THAT THE HAMILTON PLACE COMMITTEE MEETING BE ADJOURNED  
AT 9:35 A.M.

Motion carried.

---

Alderman W. McCulloch, Chairman

---

Marsha Taylor, Secretary to the Committee



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| 25074 | GREY/GRIS       | BD2507 |
| 25075 | GREEN/VERT      | BP2507 |
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